



UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG



Annual Report 2019



WITS
UNIVERSITY

2019 ANNUAL REPORT OF THE UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG INCORPORATING REPORTS OF SENATE AND COUNCIL

In terms of Section 42 of the Higher Education Act (No 101 of 1997), as amended, the University of the Witwatersrand, Johannesburg (Wits) submits to the Minister of Education the following general report of its proceedings and of the management of the University for the year ending 31 December 2019. This Annual Report meets the requirements of Chapter 3 of the Implementation Manual for Annual Reporting by public Higher Education Institutions. The University is cognisant of, and acknowledges the general principles of governance as outlined in the King Report on Governance, of Government Gazette 37726, 9 June 2014 for South Africa, and the King code of Corporate Governance (King IV). See definition in Reporting Regulations.

The University of the Witwatersrand, Johannesburg, acknowledges the growing emphasis on the need for integrated reporting as recommended in the King IV Report. The importance of the concepts of integrated sustainability and social transformation are supported by Wits and is included in its 2022 vision document. In terms of good governance the Annual Report of the University has incorporated integrated reporting. An Integrated Report for the University of the Witwatersrand for the year ended 31 December 2019, has accordingly been submitted.

CHANCELLOR, VICE-CHANCELLOR AND PRINCIPAL (CHAIR OF SENATE), CHAIR OF COUNCIL AS AT 31 DECEMBER 2019

Chancellor

Dr Judy Dlamini

Vice-Chancellor and Principal

Professor Adam Habib

Chairperson of the Council

Dr Randall Carolissen until 30 June 2019

Mr Isaac Shongwe from the period 1 July 2019

Table of Contents

About Wits

Section 1

1.1 The Council	7
1.2 Report of the Chairperson of Council	8
1.3 Performance Report	12
1.4 Council Membership	13
1.5 Meetings of Council	16
1.6 Matters of Significance considered by Council	17
1.7 Self-Assessment of Council	21
1.8 Report of the Chairperson of the University Forum	23

Section 2

2.1 The Senate	26
2.2 Membership of the Senate	26
2.3 Meetings of the Senate	27
2.4 Report of the Deputy Vice-Chancellor Academic	28
2.5 Academic Achievements	31
2.6 Report of the Deputy Vice-Chancellor Research and Postgraduate Affairs	36
2.7 Books authored by staff members	42
2.8 Report of the Dean of Commerce, Law and Management	43
2.9 Report of the Dean of Engineering and the Built Environment	53
2.10 Report of the Dean of Health Sciences	57
2.11 Report of the Dean of Humanities	63
2.12 Report of the Dean of Science	69

Section 3

3.1 Report of the Vice-Chancellor and Principal	79
3.2 Achievement of the administrative structures and resources	78
3.3 Human Resources	84
3.4 Strategy and Strategic achievements	85
3.5 Transformation	87
3.6 Quality of information available to management and the administrative processes	91
3.7 Institutional Scorecard	92

Section 4

4.1 Student Enrolment	94
4.2 Student Enrolment Data	99

Section 5

5.1 Engagement with society	133
5.2 Service Learning	138
5.3 Professional Services	141
5.4 Global Engagement	143
5.5 Public engagement and Partnerships	144
5.6 International academic collaboration/cooperation	144

Section 6

6.1 Report of the Chief Operating Officer	147
6.2 Report of the Dean of Students	150
6.3 Operational Information	154
6.4 Changes in the Administrative Structure	156
6.5 Management Structure and New Senior Appointments	156
6.6 Events	157

Section 7

7.1 Statement on Corporate Governance	169
7.2 University Governance	170
7.3 Report on internal operations structures and controls	171
7.4 Report on Risk exposure, assessment and the management thereof	173
7.5 Report of the Chief Information Officer	175

Section 8

8.1 Report of Annual Financial Review	178
8.2 Report of the Audit Committee for the year ended 31 December 2019	181
8.3 Consolidated and separate Annual Financial Statements	184

ANNEXURES

A - Annual Performance Plan
B - Council Self Evaluation
C - Employment Equity Report
D - Institutional Scorecard

About

The University of the Witwatersrand, Johannesburg

The University of the Witwatersrand (Wits) is a leading, research-intensive institution committed to academic excellence and advancing the public good. Wits continues to fulfil its public mandate and its strategic vision to transform society through the creation of new knowledge, the development of high-level skills and its social leadership.

Wits remains amongst the top 1% of universities in the world (from amongst approximately 25 000 universities worldwide) and its Humanities and Arts programmes are rated the best in Africa and it is ranked in the top 100 in the world in clinical medicine, public health, mining engineering, and other disciplines. Research output has more than doubled over the last five years, with about 96% of research published in internationally competitive journals. The University hosts the greatest number of highly cited researchers in Africa and the most number of South African research chairs. Wits academics continue to compete globally through publishing in international, high-quality journals, whilst still having a local impact.

Research Impact

Wits produces increasing quantities of research with impact through its discovery, applied and innovative research. In 2019, scientists progressed a step closer to finding a cure for HIV, determined why some children die in hospitals, made an ARV breakthrough and led the first HPV vaccine impact project in Africa.

The first African partner to join the IBM Q Network for quantum computing, Wits scientists are investigating the use of quantum computing and machine learning in the fields of cosmology and molecular biology with a specific focus on HIV drug discovery. The teams are also jointly studying quantum teleportation. Academics and students also connected two computers through the human brain and successfully transmitted words like 'hello' and 'apple', without the user being aware that a message was present.

A multidisciplinary Wits team continues to conduct world-class research at CERN, and physicists also set a record for light-matter interaction. The Optical Society of America named Wits' research involving fractal light from lasers as the most influential in optics and photonics in 2019. Climate scientists are developing the first Earth System Model based in Africa which will contribute to the fight against the climate emergency.

Wits students created a new genetic mobile application, developed an off-grid solution to electrify households in Africa and created self-sanitising surfaces to prevent infections in hospitals. A Master's student, based at the Tshimologong Digital Innovation Precinct created Pelebox, which reduces the waiting time for patients to receive medication from three hours to 22 seconds. This was named one of TIME magazine's Top 100 inventions of the year.

Scientists also discovered a new species of dinosaur; an ancient drop of water that rewrites the Earth's history; dung beetles' wind compass; and an asteroid that contributed to mass extinction and climate change. Academics continue to conduct important research in the areas of energy; migration; diversity and inequality studies.

Teaching Impact

A five-year teaching and learning review (2014-2019) revealed many successes, particularly in increased throughput and graduation rates. A new teaching and learning plan will be implemented from 2020, which will see Wits' postgraduate intake increasing to about 45% of the entire student population by 2025. The new plan includes Wits' digital suite comprising of full online programmes and e-degrees; short courses; and WitsX (Wits has 13 Massive Open Online Courses on the EdX platform with over 83 000 learners registered from around the globe), to enable access to higher education. The University invested significantly in new infrastructure and technologies including unlimited, fast Wi-Fi connections, smart classrooms, future libraries and knowledge hubs, simulation laboratories and e-zones. Online resources, enhanced student support and professional development for academics are also being overhauled this year.

Wits continues to produce the highest number of medical specialists and sub-specialists in the country. Of all the new actuaries welcomed by the Actuarial Society of South Africa in 2019, the most were from Wits. The Wits cohort is also the most demographically diverse.

Future Impact

Wits was a founding partner of South Africa's first Digital Economy Summit opened by President Cyril Ramaphosa. The University continues to train scholars to deal with next frontier science, the future economy and its impact on people and society. Researchers, academics and scholars are focusing on mechanisation, block chain technologies, artificial intelligence, new mining technologies, quantum computing, machine learning and deep science with industry partners.

At the same time, Wits is mindful of the impact of these new technologies on humanity, on how we express ourselves, on the future of work, on morals, ethics and values, and the world as we know it today.

Social Impact

Wits remains a locally embedded, nationally responsive and globally competitive university that inspires young leaders. Almost 10 000 highly employable students graduated from Wits every year, with a staggering 93% of those employed finding work within six months of graduating, with others furthering their studies or waiting for placement in the public service.

Almost 50% of Wits graduates are first-generation University students (56% are Black women) and 48% are from township or rural locations. The Wits Rural Facility celebrated 30 years of interdisciplinary research, student training and community engagement this year, which coincided with the official launch of the Wits Rural Knowledge Hub that continues to create direct impact in rural communities.

Four Wits academics were appointed to the Presidential Economic Advisory Council and several Wits activists and researchers were asked to serve on a ministerial task team to guide policy development on gender-based violence at institutions of higher learning across the country. These Wits champions are all doing outstanding work to advance society.

Wits took a strong institutional stance against gender-based harm. The University condemned all forms of violence, abuse and discrimination and called on the state and relevant role-players to create a society in which everyone feels safe and secure regardless of their gender, sexuality, race, nationality or other distinguishing factors.

The University launched a holistic staff wellness programme to address both the physical and mental wellbeing of employees. The Mpil'enhle Wellness Programme dovetails with a comprehensive wellness plan for students and both programmes have been welcomed by the Wits community.

Conclusion

Wits continues to impact on society through its research, teaching, innovation leadership and its commitment to advance the public good. The University will reflect on the past and build on its successes, as it progresses towards its centenary in 2022.



SECTION I

The University Council

1.1 The Council

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. Sixty percent 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, an Information, Communications and Technology Committee, and a Board of Residences. All of these committees are formally constituted with terms of reference and comprise mainly lay members of Council. 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. Council met six times during 2019.



REPORT

of the Chairperson of Council



Mr Isaac Shongwe

The University of the Witwatersrand has undergone significant transformation and transition over the past 27 years in a complex and challenging national environment whilst punching above its weight both nationally and in the competitive global knowledge economy.

The extent to which the University has transformed and adjusted itself to our new democracy is commendable. Over the past seven years, Wits has outperformed on all indicators related to research, teaching and learning, student success, and financial sustainability, as outlined in the Wits 2022 strategic plan.

In his final report, my predecessor, Dr Randall Carolissen, reflected on his service to Wits over a twelve-year period, six of which were in his capacity as Chairperson of the Council. I took over as Chairperson of the Council in June 2019, after serving on Council for five years. I would like to thank all the Council members, current and previous, who have stewarded the University over the past 27 years, and who have ensured that it is well run.

Transformation

Transformation is a core element of the University's institutional mandate and is central to all aspects of its operations. To this end, the University adopted a transformation agenda framed by the national development goals, equity legislation, the United Nations Millennium Declaration and Wits' location on the African continent. 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 including: transforming the academy; reforming curricula through integrating diverse sources of the best forms of knowledge from within South Africa, Africa and across the world; implementing a new language policy; insourcing vulnerable workers; developing a supportive, inclusive institutional culture; adopting an inclusive naming policy to rename Wits' places and spaces; facilitating greater access to higher education; and promoting a diverse and cosmopolitan residence experience. In addition, transformation committees at the school, faculty and divisional levels were established.

The University has made significant strides in mainstreaming some of the transformation priority areas like insourcing, and enabling greater access to higher education. The revised transformation proposal includes five priority areas: diversifying the academy; curriculum reform; language policy; institutional culture; and institutional naming. In terms of diversifying the academy, the number of Black academic staff increased from 39.97% in 2013 to 50.7% in 2019, and moved from 50.58% male and 49.42% female academic staff in 2013 to 49.42% male and 50.48% female in 2019 respectively, thanks to planned interventions. The programmes that seek to diversify the academy continue. For professional and administrative staff (PAS), race and gender targets have been exceeded. In 2013, 80.98% of PAS staff were Black - this has grown to 93.4% in 2019. Just over 50% of PAS staff identify as female in 2019, in most grades. A focus on employing staff with disabilities must be prioritised in these areas.

However, aggregate statistics provide only one measure by which to gauge diversity of 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, for example in the PAS category.

We will need to review how these statistics translate within different departments and divisions, as deviations from such averages may be evident. Once transformation targets are deemed to be achieved, it remains necessary to continue to monitor, evaluate and report on them, so that such achievements remain guarded by the University.

Investments in infrastructure

I am pleased to report that substantive progress was made in 2019 with the review of the Wits Spatial Development Framework (SDF), which will be presented to Council for final approval in 2020. The Wits SDF guides campus planning and development initiatives in support of the University's overall strategic plans and objectives, and serves as the framework within which funding applications are approved, and submitted for onward consideration to the Department of Higher Education and Training's (DHET) Infrastructure and Efficiency Grant (IEG) programme.

Wits has participated in the DHET IEG programme since early 2007 with more than R 1.9 billion worth of capital investments made against an approved capital works programme of R 2.305 billion. By the end of 2019, a total of R 1.241 billion was received from the DHET IEG programme. In 2019, the final outstanding amount of R133 million in DHET IEG funding was received due to the University achieving its annual milestones, and meeting the stringent grant conditions and associated audit requirements.

A new panel of Built Environment Professional Service Providers was established for the period 2019 – 2021 by means of a competitive public procurement process. All projects approved within the fifth cycle of the DHET IEG Programme have now been assigned to planning and design professionals. I look forward to the development of innovative and exciting additions to our campus, in line with the University's strategic plan. These include the refurbishment and extension of existing buildings, the acquisition of equipment to support the academic programme and the expansion of student accommodation facilities. These projects were approved through the relevant University committees in accordance with the University's governance processes and delegation of authority policy.

Statement on the effectiveness of the financial controls

Going Concern

The going concern basis has been adopted in preparing the consolidated and separate annual financial statements for the year ended 31 December 2019.

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 foreseeable future, based on forecasts and available cash resources.

The viability of the institution is supported by the content of the financial statements.

As at 31 December 2019, the impact of the coronavirus was in its infancy and there was little impact on the financial status of the University. However, subsequently, global markets were all impacted negatively. As such, we needed to assess the financial position of the University, based on the revised forecasts and available cash resources. Whilst there will be challenges to recover from this impact, the going concern viability of the University has not been impacted.

Audit, Finance and Risk Management

Council has created a number of governance sub-committees to assist Council with its responsibilities with regard to audit, finance and risk management. These include the Council Audit Committee, the Finance Committee of Council (FinCo) and the Council Risk Committee.

Council Audit Committee

The Committee's overall purpose and objective is to assist Council in fulfilling its oversight responsibilities with respect to financial reporting, the internal control and management of financial risks, the audit process, and the University's process for monitoring compliance with laws and regulations and its own code of business conduct. The Committee fulfils an oversight role regarding the University's Annual Report and the reporting process, including the system of internal financial control. 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.

Following a review, Council approved that the status quo be maintained with regard to the appointment of PricewaterhouseCoopers (PwC) as external auditors and Mr R Ramdhany from PwC as the designated auditor for the statutory reporting to the Department of Higher Education and Training for the 2019 year. Ernst & Young Advisory Services have been appointed as the University's internal auditors for a contractual term of three years.

Council approved the University's group external audit plan for 2019. Council also noted the internal audit plan for 2020, the three year internal audit rolling plan and the internal audit report, as approved by the Council Audit Committee.

Finance Committee of Council (FINCO)

FinCo is directly accountable to Council for all matters pertaining to the financial affairs of the University, apart from audit matters. Although the approval of the annual estimates of revenue and expenditure; the adoption of the annual accounts of revenue and expenditure and the balance sheet; and the determination of the fees to be paid by students, are powers/functions which may be exercised by Council only, Council expects FinCo to address such matters in detail and to make appropriate recommendations for approval.

Council Risk Committee

The Committee considers material issues of risk, asset protection, security, legal and corporate governance. 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 thereto.

Sizwe Ntsaluba Gobodo (SNG) Grant Thornton have been appointed to provide advisory services for enterprise risk management functions.

Reporting into the Council Risk Committee, is the Risk Management Committee. Risk assessment and risk management at the University is addressed through these committees. In attendance at both these committees are:

PWC – External audit partner and representatives;

EY – Internal audit engagement partner and representatives; and

SNG Grant Thornton – Risk consultants to the University.

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 in order 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. Twice a year, an aggregated risk register is developed for the University. The review process during the year also considers emerging risks.

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 assessed its internal control system as at 31 December 2019 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 the Year

A formal tender process was followed for tenders adjudicated and/or concluded in 2019. The sourcing strategy for large value tenders for 2019 was an open (public) tender strategy. The tender process is split into five core phases listed in order of implementation:

1. The definition phase, including the business case approval for large tenders;
2. The pre-publishing phase, including the preparation of the tender documentation (detailed scope of work and specification, the appointment of the adjudication team, finalising the evaluation method and criteria for the tender);
3. The publishing and closing phase;
4. The evaluation phase; and
5. The award consideration for the tender.

The Tender Committee constituents include:

- The Chair appointed by the Senior Executive Team, namely Professor Ian Jandrell (Dean of a Faculty);
- Three Faculty representatives (CLM: Ms Thabang Mokoaleli-Mokoteli, Engineering and the Built Environment: Prof. David Root and Health Sciences: Prof. William Daniels);
- The CFO: Mr Prakash Desai;
- the COO: Mr Fana Sibanyoni;
- the Director of Research: Dr Robin Drennan;
- the Head of Legal (represented by Legal Advisor: Mrs Natacha Searle); and
- the Manager of the Procurement Office (Ms Zarina Hassim).

Transitions

The year 2019 saw transitions at various levels of leadership in the institution. In addition to me assuming the Chair of Council, Dr Judy Dlamini was appointed as Chancellor of the University at the end of 2018. The Vice-Chancellor and Principal, Professor Adam Habib, who has led the University over the past seven years announced that he would be stepping down at the end of 2020. There were also several other changes at the executive level as a result of members retiring or taking up positions as the vice-chancellors of other universities.

Coupled with these changes, was the beginning of a deliberation on a strategic pivot for the institution. This is necessary as we approach the successful conclusion of the Wits 2022 strategy as well as the fundamental shifts taking place in the higher education sector.

These changes are partly related to the technological revolution in higher education that has brought digital, online and blended learning to the fore. However, it is also informed by the multi-year economic crisis of the country and the fiscal challenges this portends for universities in the coming years.

These considerations will inform the agenda of my first full year as the Chairperson of the Wits Council, which will to a large extent focus on the stewardship of the governance processes to embed a new cohort of executives, and initiate a process for the development of a new ten-year strategic plan for the University. These activities, together with the Wits Centenary Campaign, will require my full attention in 2020.



Mr Isaac Shongwe

Chairperson of the Council
University of the Witwatersrand

I.3 Performance Report

The University of the Witwatersrand continues to achieve its strategic goals for the period under review. The seven strategic priorities of the Wits Vision 2022 Strategic Framework are:

- The Wits Experience;
- Research and Knowledge Leadership;
- Innovation and Social Leadership;
- Extensive Networks and Partnerships;
- Excellence in Governance;
- An IT-Savvy University; and
- Wealthy and Well Resourced.

Wits University's research output has increased by about 70% in the last six years, its graduate student profile has improved from 28% to 37% and its 9500 graduates in 2018 is the highest number produced in its history. The university has steadily improved in its global rankings being in the top 2 in the country in both the Times Higher Education and Shanghai Rankings (Academic Ranking of World Universities), all the while improving its finances and establishing itself on a fiscally sustainable path. These improvements have occurred simultaneously with a transformation of the university into a socially inclusive, diverse, non-racial and cosmopolitan community that addresses the historical racialized disparities of South Africa's past.

Universities must maintain and enhance the quality of their programmes to ensure that their graduates easily gain employment and achieve the social mobility that is necessary if inequality is to be addressed. This enhancement involves not only offering a diverse range of competitive courses that are attractive to students and enables them to enter into a variety of professions and employment, but it must also be structured in a coherent manner and with the kinds of academic support that allow students to progress in the minimum time required. Again, we have been mindful of this at Wits and have enhanced our teaching and research offerings. In the last few years we have also introduced an academic support program that enhanced throughput and enabled the university to produce a record number of graduates. Wits graduate tracking surveys also reveal that 94% of our graduates seeking employment attain it within six months of completing their degree.

Wits has become one of the most demographically representative of the research-intensive universities in the country with black South Africans today comprising more than 80% of our student population, 90% of our administrative staff, and 51% of our academics. Just over 40% of our student population are first generation university students, and 40% of first year students in the Faculty of Health Sciences come from rural and quintile 1 and 2 schools whose students come from the most socially disadvantaged communities.

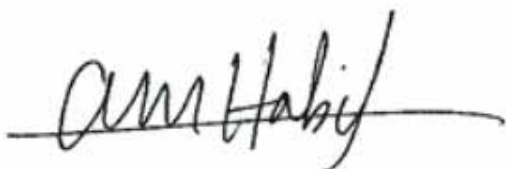
Through our Council and other University governance structures, we have ensured that we remain a strong public university with good governance and oversight. Wits continually reviews its business infrastructure and staff performance to support excellence which is demonstrated through our annual Institutional Scorecard (Annexure D). A culture of good governance, administration and concomitant protocols is spread throughout the institution, making decision-making smoother, easier and more distributed. Over the years, we have built a strong Senior Executive Team who manage and implement the strategic objectives of the University. We have now formally introduced a performance management system which will ensure quality and efficiency in our institution.

We have simultaneously grown our income streams over the past few years. Part of this has been through understanding and becoming responsive to the funding formulae governing higher education by changing the shape and size of our student profile and increasing our research output. This has meant that our share of the national higher education budget has increased from 5.1% to 5.9% enabling us to increase investments in the academic programme by 14% per annum. We have supplemented this by third stream income. Donor income, particularly through the mobilization of alumni, has been aggressively pursued. The result is that not only did Wits University surpass its Council-agreed targets for donor income in the last few years, but we are now also fully immersed in the institution's first organized endowment campaign in honour of its centenary in 2022. Similarly, Wits' external research income approximated R3 billion in the last few years, the highest not only in the country, but also in the institution's history. Most of this income is drawn from alumni, public and private foundations, and corporates around the world, including North America and Western Europe.

Our networks and partnerships have grown across the world and we have developed strong relationships with the public and private sectors. Over the last few years, Wits University has pursued an aggressive internationalization strategy with traditional partners in the United States, United Kingdom, and Germany, and with new partners in Brazil, Russia, India, China and most importantly, in the rest of Africa where, together with the University of Cape Town, we have built the African Research Universities Alliance (ARUA). ARUA's fundamental purpose is to build a Pan-African research platform comprising 16 research universities which would enter equitable partnerships with institutions around the world to research and address the challenges of our globe. ARUA has developed into a strong network of knowledge development and sharing both on the continent and globally. The importance and strength of the ARUA network has been demonstrated through its successful partnership with the United Kingdom Research and Innovation (UKRI) which Wits was instrumental in establishing. Further to this, our membership in ARUA has also resulted in a strong partnership with The European Guild of Research Universities.

Over the past few years, we have been focused on two separate institutional initiatives to reorganise the university-societal interface. First, we have become involved in an urban regeneration project of the environment surrounding the University. This has involved locating research, innovation, cultural and student housing projects in the surrounding suburb and working with private and public partners to organise security so that the environment is safe and conducive to student living, recreation and learning. One element of this urban regeneration has been a technology thrust with the establishment of a R700 million research lab by IBM (one of twelve in the world) and a new digital innovation hub called Tshimologong which was established with municipal and provincial government and includes among its private sector partners IBM, Microsoft, CISCO, DATATEC, Telkom (the largest telecommunications company in the country) and ABSA and MMI which are respectively one of the larger banks and insurance companies in South Africa. We recently launched the first Quantum Computing facility in Africa at the IBM Lab demonstrating our leadership in innovation and technology. Second, we have entered into a partnership with metropolitan government and two listed companies to develop a 350 hectare property owned by the University so that it becomes a model for post-apartheid spatial planning through the provision of a non-racial and multi-class neighbourhood involving social and middle class housing, public cultural, education, and recreational institutions and a corporate and retail precinct. All income earned from the development will be for the student endowment fund enabling access to the university.

Despite a politically unstable national environment with student protests, Wits University has managed to continue the academic programme and demonstrated that it is still on track in terms of its strategic vision to be the leading research-intensive university on the continent. We have maintained the quality of our academic and research offering and continue to provide social leadership and impact to our country, our continent, and the world.



Professor Adam Habib
Vice-Chancellor
University of the Witwatersrand



Mr Isaac Shongwe
Chairperson of the Council
University of the Witwatersrand

I.4 Council Membership

Category	Incumbent	Other positions / achievements	Term
Chair	Dr Randall Carolissen MBA (Stellenbosch), M.Com (Tax) (North West), PhD (UWC)	Administrator: National Students Financial Aid Scheme (NSFAS)	01 June 2016 – 31 May 2020 (Term extended to 31 December 2020)
Chair from November 2019	Mr Isaac Shongwe BA Hons (Economics & Politics) (Wesleyan, USA, P.Phil (Oxford)	Chair: Letsema Holdings	14 June 2017 – 13 June 2019 (Term extended to 31 December 2020)
Vice-Chair	Mr Isaac Shongwe BA Hons (Economics & Politics) (Wesleyan, USA, P.Phil (Oxford)	Chair: Letsema Holdings	14 June 2017 – 13 June 2019 (Term extended to 31 December 2020)
Secretary to the Council	Ms Carol Crosley University Registrar BA (Witwatersrand) H Dip.Ed (Witwatersrand) Honours (Unisa) MEd (Witwatersrand)	University Registrar	Ex-officio

Table 1.4.1 University Office-Bearers

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	01 September 2018 – 30 December 2020
	Dr Randall Carolissen MBA (Stellenbosch), M.Com (Tax) (North West), PhD (UWC)	Administrator: National Students Financial Aid Scheme (NSFAS)	01 June 2016 – 31 May 2020 (Term extended to 31 December 2020)
	Mr Mavuso Msimang BSc Biochemistry and Entymology (Zambia), MBA (United States International University)	Director-General Department of Home Affairs RSA, CEO: SA National Parks, Chair Corruption Watch	01 September 2018 – 31 December 2020 (Resigned in 2019)
	Ms Mpho Mosewu B Com (Acc) (UWC) B Compt (Hons) (Unisa), CA (SA), MBL (Unisa)	In various Board structures – listed, unlisted and SOE's. Head Corporate Finance, Head Workout and Restructuring	01 October 2018 – 31 December 2019
	Mr Sipho Ngidi BAdmin (Zululand), BCom (Hons) (Natal)	Group Human Resource Director for Standard Bank; Group Human Resource Director for Nampak; Independent Consultant	01 October 2014 – 30 September 2018 (Term extended to 31 December 2019)
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.	1 August 2019 – 31 December 2019 (Term extended to 31 December 2023)
	Dr Maurice Goodman MB BCh, MBA (Witwatersrand) (Acting President of Convocation)	Chief Medical Officer (Discovery Health). Trustee: Discovery Foundation and Discovery Fund Committee: SAMA Human Rights, Law and Ethics	March 1998 – present 2006 - present 2019 - present

Members of Council (External)			
Category	Incumbent	Other positions / achievements	Term
Appointed by the Premier of Gauteng	Mr Rashid Seedat BA (Wits), H Dip Development Planning (Wits), MM Public & Development Mgt (Wits), MSc Development Planning (Wits), Cert Metro & Municipal Dev (UCL, UK)	Gauteng Provincial Government Local Government Fellowship (Warwick University & Southern African Advanced Education Programme, UK), Head of Central Strategy Unit (City of Johannesburg), Head of Gauteng Planning of Division (Gauteng Provincial Government), Member of Board of Trustees: Ahmed Kathrada Foundation	1 October 2018 - 31 December 2019
Elected by Donors	Dr Jonathan Broomberg MBBCh (Witwatersrand); MA (Oxon); MSc (London), PHD (London)	CEO: Discovery Health, Founding Director of Praxis Capital and Director of the Soul City Institute for Health Communications	1 September 2013 - 31 August 2017 1 September 2017 - 31 August 2021 (reappointed)
	Dr Theunie Lategan DCom, CA (SA)	Chairman of RARE Holdings Limited, General Manager at Rand Merchant Bank, CEO: FNB Corporate Division and Senior Executive of the First Rand Group	1 September 2013 - 31 August 2017 1 September 2017 - 31 December 2019 (resigned)
Members elected by Council	Mr Mosa Mabuza BSc Hon (Geol,Wits), PDM (Wits Business School)	CEO: Council for Geoscience; Deputy Director-General: Department of Mineral Resources	1 November 2018 - 31 December 2019
	Mr Isaac Shongwe BA Hons (Economics & Politics) (Wesleyan, USA, P.Phil (Oxford)	Chair: Letsema Holdings	1 June 2015 - 31 May 2017 1 June 2017 - 31 May 2019 (reappointed)
	Professor Barney Pityana BA(Law), BProc, LLM (Unisa) Hons BD (London), CertTh (Oxford) PhD in Religious Studies (UCT), DD FKC MASSAf	Chairperson, South African Human Rights Commission, Member:African Commission on Human and Peoples' Rights,Principal & Vice Chancellor of Unisa	1 June 2013 - 31 May 2017 1 June 2017 - 31 May 2021 (reappointed)
	Ms Phindile Baleni BA LLB (Witwatersrand)	CEO: National Energy Regulator of South Africa, RERA Chairperson	1 June 2013 - 31 May 2017 1 June 2017 - 31 May 2021 (reappointed)
Members elected by Council	Ms Nothando Ndebele MBA (Oxford, UK) MSc (Oxford, UK) (BA) in Economics and Women's Studies (Harvard, USA)	Head: Financial Institutions Group: ABSA	1 April 2017 - 31 December 2019
	Mr Siphon Nkosi Com (Hons)(Econ) (UNISA), MBA (MASS), OAML P (OXFORD)	Independent non-Executive Director: Sasol Board	1 June 2017 - 30 June 2019 (Term extended to 31 December 2022)
	Dr Len Sizani Dip.Dent.Ther., BChD (Medunsa)	General Dental Private Practitioner	1 June 2016 - 31 May 2020

Members of Council (External)			
Category	Incumbent	Other positions / achievements	Term
Appointed by business and labour organisations	Mr Cas Coovadia BCom (University College Natal)	MD: Banking Association of SA, Chairman of SABRIC and the Johannesburg Civic Theatre	1 July 2015 - 30 June 2017 1 July 2017 - 30 December 2020 (reappointed)

Table 1.4.2 University Members of Council - External

Members of Council (Internal)			
Category	Incumbent	Other positions / achievements	Term
Vice-Chancellor and Principal	Professor Adam Habib BA (Natal), BA (Hons) (Witwatersrand), MA (Natal), MPhil (New York), PhD (New York)	Chair of Senate	Ex-officio
Vice-Principal	Professor Andrew Crouch BSc (Hons) (UWC), PhD (Concordia University)	Deputy Vice-Chancellor: Academic	Ex-officio
Member of the Executive Management appointed by the Vice-Chancellor and Principal	Professor Zebulon Vilakazi BSc (Univ of Manchester) MSc (Wits); PhD (Wits)	Deputy Vice-Chancellor: Research and Postgraduate Affairs	Ex-officio
Elected by the Senate	Professor Sharon Fonn MBBCh, DOH, DEpi, FFCH(SA), PhD, MASSAf	Awarded a South African Ministry of Science and Technology's Distinguished Scientist Award for contributions to the quality of life of women (2005) Co-director of the Consortium for Advanced Research Training in Africa (CARTA).	01 November 2017 - 31 October 2022 (Term extended to 31 December 2022)
	Professor A.P. Joãoss Rodrigues BSc (Wits), BScHon (Wits), MS (Brown), PhD (Brown), FRSSAf		01 January 2017 - 31 December 2022
Elected by the Senate	Professor Thokozani Majozi BScEng (Natal), MScEng (Natal), PhD (UMIST)	School of Animal, Plant and Environmental Sciences, University of the Witwatersrand	01 November 2017 - 31 October 2022 (Term extended to 31 December 2022)
	Professor Cathi Albertyn BA LLB (UCT), M.Phil (Cambridge), PhD (Cambridge)	School of Law University of the Witwatersrand	01 November 2017 - 31 August 2022 (Term extended to 31 December 2022)
Elected by the Deans of the Faculties	Professor Imraan Valodia BCom, BComHons, MSC (International Trade and Finance), DEcon	Dean: Faculty of Commerce, Law and Management	01 January 2019 - 31 December 2021

Members of Council (Internal)			
Category	Incumbent	Other positions / achievements	Term
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
Elected by the Non-Academic Staff	Mr Tumishi Madihlaba Diploma, BA Politics and Management (Wits), PG Dip in Public Management (Wits)	IT Technician (Wits University)	01 September 2017 - 31 August 2021 (Term extended to 31 December 2022)
SRC President	Ms S Mbolekwa		16 September 2018 - September 2019
PGA Chairperson	Ms K Khutsoane		15 February 2019 - 15 February 2020

Table 1.4.3 University Members of Council - Internal

1.5 Meetings of Council

Ordinary meeting	Date	Attendance
First ordinary meeting	5-Apr-19	54%
Second ordinary meeting	7-Jun-19	69%
Special meeting	23-Jul-19	50%
Special meeting	23-Aug-19	36%
Third ordinary meeting	27-Sep-19	48%
Fourth ordinary meeting	29-Nov-19	45%

Table 1.5.1 Ordinary meetings

Strategic planning workshop	Date	Attendance
Strategic Planning Workshop	11-Oct-19	31%

Table 1.5.2 Strategic planning workshop

1.6 Matters of Significance considered by Council

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.

1.6.1 Council Governance

Council bade farewell to Dr Randall Carolissen, the outgoing chair, who had been reappointed to lead the National Students' Financial Aid Scheme (NSFAS). Council thanked Dr Carolissen for his significant contribution to Wits and his steadfast leadership in recent years. Dr Carolissen would continue to serve as an ordinary member of Council.

Mr Isaac Shongwe was elected to serve as the new Chairperson of Council, the highest decision-making body of the University. Mr Shongwe is the Chairman of Letsema, a management consulting firm at the heart of a diversified investment group. He holds an MPhil in Business Studies from the University of Oxford and an Honours degree in Politics, Philosophy and Economics from Wesleyan University, a liberal arts college in Connecticut, USA.

Mr Sipho Nkosi was elected to serve as the Deputy Chairperson of Council.

Council also bade farewell to Professor Conrad Mueller and Dr Theunie Lategan who both resigned in 2019.

Council welcomed the following new members:

External members

- Ms S-L Bolon

The Vice-Chancellor and Principal, Professor Adam Habib, extended the University's deep appreciation to all members of Council, and to all those who served on the University's various governance structures, who gave of themselves, and their time, with no compensation.

Declaration of interest by Council members

In terms of sections 27(7)(a) to (e) and 27(7A) to (D) of the Higher Education Act, 1997 (Act No. 101 of 1997), members of Council are required to declare and update their general interests on an annual basis and in accordance with the agenda items of each meeting, with a register of declarations maintained by the University Registrar, in her capacity as Secretary to the Council. Annually, these declarations are made available to the University's external auditors.

Task teams

In 2019, Council constituted a task team to consider succession planning in terms of the membership of Council and the Vice-Chancellor's position.

1.6.2 Wits' 2020 to 2025 Enrolment Plan

The Vice-Principal presented the 2020 to 2025 Enrolment Plan which proposes that the University will have an overall headcount of 44 000 by 2025, with a stable base of 36 000 contact students. It is envisaged that the number of part-time and distance learning students will increase to 8 000 by 2025. The number of postgraduate students is set to increase to 45% by 2022, with sustained stability beyond 2025. The plan supposes enrolments of 51% in science, engineering and technology over the next six years. The comprehensive enrolment plan is available from the Office of the Vice-Principal on request.

1.6.3 2019 Salary Agreement

On 19 February 2019, a three-year (2019-2021) agreement pertaining to employees' salaries and benefits was reached between management representatives and organised labour representing Wits staff, namely the Administrative, Library and Technical Staff Association; the Academic Staff Association of Wits University; the National, Education, Health and Allied Workers' Union, and the National Union of Metalworkers. Council congratulated all the parties involved and noted that the agreement was beneficial to all parties. Outstanding issues will be resolved through ongoing discussions between the parties.

1.6.4 Renaming Wits' Places and Spaces

Council approved the renaming of the following spaces in the North West Engineering Building on the Braamfontein Campus East:

Old Name	New Name
NWE17	Tshepo which means "Hope" in Sesotho-Setswana
NWE33	Curiosity
NWE36	Imbizo which means "Gathering-Questioning-Summon" in IsiZulu-Xhosa-Sesotho
NWE40	Tumbulwa which means "Discovery" in Tshivenda

Table 1.6.4 Council approved renamed spaces

Council also approved the renaming of:

- The Humanities Graduate Centre room in the South West Engineering Building on the Braamfontein Campus East to eNkundleni which means "Arena" in isiZulu.
- The annual Health Equity Lecture to the 'Sefularo-Sheiham Memorial Lecture on Health Equity', and;
- The Histology Laboratory located in the Biology Building to 'The Shirley Hanrahan Laboratory'.

1.6.5 Property development updates

Frankenwald

An agreement with two developers was finalised and a first payment of R10 million was paid to Wits, which had been allocated to the student endowment fund. The developers would be working towards obtaining the required statutory approvals. Stakeholder engagement was a high priority as is regular interaction with local and provincial authorities.

Frankenwald will be an inclusive, mixed-use development that will include social housing, diverse neighbourhoods and a commercial presence. All funds earned through the development would be dedicated to support talented students in the 'missing middle' to study at Wits.

Improving Braamfontein and Parktown

Wits joined the Braamfontein Improvement District (BRAAM) two years ago and the University continues to play a critical role in the strategic and operational management of the area. The management of crime and grime within

BRAAM has improved significantly and visible security has been put in place in BRAAM, along the University's perimeter and inside of the University.

Wits' Sustainability Strategy

Professor Barend Erasmus, the Director and Research Chair of the Global Change and Sustainability Research Institute, delivered a presentation on Wits' Sustainability Strategy and indicated that the University was making progress in greening the campus, for example through the successful implementation of the energy efficiency project. He emphasised the importance of aligning some of the University's policies, procurement plans and network management strategies. He indicated that staff and students were keen to become involved in the various projects, but there was a need to further integrate "sustainability" systematically in curricula. The establishment of a high-level advisory committee was also recommended, as well as an operational plan to manage water, energy, food, transport, land use, waste management, health and wellbeing at the University.

1.6.6 Appointments and Reappointment of Senior Executives

Council approved a second term of office for the University Registrar which would expire when she retires in 2026 and a second term of office for the Dean of the Faculty of Health Sciences which would expire when he retires at the end of 2020.

Professor Ruksana Osman was appointed as the Deputy Vice-Chancellor for Advancement, Human Resources and Transformation (AHRT). This portfolio includes the Occupational Health and Safety; Legal Services and Employee Relations departments. It was noted that all relevant University structures, including the Forum, the Senate and the Council, unanimously agreed to the appointment, which was effective from 1 August 2019.

Professor Nithaya Chetty was appointed as the new Dean of the Faculty of Science from 1 December 2019. A Professor of Physics, Professor Chetty is the current Vice-President of the International Union for Pure and Applied Physics and is a two-time recipient of the Fulbright Fellowship. He is also a past president of the South African Institute of Physics, and former Deputy Director of the National Institute of Theoretical Physics. An NRF-rated researcher, Professor Chetty served on the Executive of the National Research Foundation (NRF) for six years as Group Executive: Astronomy, and subsequently as the Deputy Chief Executive Officer of the NRF overseeing the astronomy portfolio during the building phase of the MeerKAT radio telescope.

Professor Garth Stevens was appointed the new Dean of the Faculty of Humanities as from 1 December 2019. A Professor of Psychology, Professor Stevens is a clinical psychologist by training, and has had enduring research interests in race, racism and related social asymmetries, and the critical study of violence. With more than 25 years of experience in the higher education sector in various institutions and in a range of academic and leadership positions, he currently holds a B3 rating as a researcher from the National Research Foundation (NRF), and is a member of the Academy of Science of South Africa (ASSAf). At present, Professor Stevens also serves as the President of the Psychological Society of South Africa (PsySSA).

1.6.7 Clean audit for Wits' finances

The Chief Financial Officer reported on the Audited Consolidated Annual Financial Statements. It was noted that the University and all its subsidiaries constituted an R8 billion enterprise and also that a positive result was reflected for 2018. This was largely due to expenses being delayed to future years arising out of the ICT project which was to be brought into use in 2019. Savings on operational overheads, increased income and better management of the University's funds contributed to a positive result for the year. R100 million of the result that was considered operational funds was allocated to structural backlogs in academic projects, of which the Faculty of Health Sciences and the Faculty of Commerce, Law and Management received R50 million each, based on proposals received from these faculties. Council commended all those who work in finance for once again achieving an unqualified audit.

1.6.8 Project Quantum

Council noted that the implementation of Project Quantum, the University's flagship ICT networking project, was complete. The scope of the project included the supply, installation, support, maintenance and expansion of the entire networking and security infrastructure at the University including Wi-Fi expansion across all sites, network management, security management, bandwidth management, monitoring, reporting and the installation of uninterrupted power supplies. Council noted that the ICT Networking and Infrastructure Security Project was completed within budget but was delivered one year late. As a result of the delays in implementing the project, the service provider had agreed to pay a penalty of R673 000. In addition, as an act of goodwill, the service provider committed an additional amount of R10 million towards the Wits endowment fund for students.

1.6.9 4IR benefit to humanity

Professor Brian Armstrong who holds the Wits Business School/Telkom Chair in Digital Business presented on the Fourth Industrial Revolution (4IR), its impact on the future of work; on state, citizen and society; on competitiveness, concentration and inequality; on the impact on Wits and South Africa. He underscored Wits' role as a founding partner of 4IRSA and mentioned that the Digital Economy Summit on 5-6 July 2019 would seek to develop an inclusive, coherent response for South Africa to the 4IR. It was further noted that Wits was already involved in many aspects of 4IR including artificial intelligence, robotics, genomics, quantum computing, fintech, digital mining technologies, data sciences, e-zones and the like and the emphasis should be less on technology and more on how these new technologies impact on humanity. Issues around ethics, governance, privacy and universal rights to digital access should also be considered. More information on some of Wits' new technological ventures can be found at www.wits.ac.za/future.

1.6.10 Honorary Degrees and Gold Medals

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

- Mr Henry Nxumalo (Posthumous Award of Doctor of Literature),
- Dr John Kani (Doctor of Literature),
- Ms Wendy Appelbaum (Doctor of Medicine),
- Professor Emeritus Isidor Segal (Doctor of Medicine),
- Professor Khaya Mfenyana (Doctor of Medicine),
- Professor Lucille Blumberg (Doctor of Medicine),
- Advocate Charles Nupen (Doctor of Laws), and
- Ms Sibongile Khumalo (Doctor of Music).

Council also agreed for the University's Gold Medal to be awarded to Mr John Teeger.

1.6.11 Staff Wellness Programme

A comprehensive and holistic staff wellness programme which includes the physical and mental wellbeing of staff has been rolled out. The Mpil'enhle wellness programme was officially launched on 2 September 2019 and dovetails with the wellness plan for students.

1.6.12 Student Funding

Council funding allocated to scholarships and bursaries amounted to R98.6 million for the 2019 academic year. Of the R98.6 million, an amount of R34 million was allocated towards merit bursaries for undergraduate students and R51 million towards merit bursaries for postgraduate students.

As at 30 June 2019, merit bursaries were awarded to 2 463 undergraduate students and 952 postgraduate students.

At mid-year, 7 545 National Students' Financial Aid Scheme (NSFAS) bursary agreements were generated of which 7 249 were accepted by students. It was further noted that NSFAS confirmed that the overall operational efficiency of Wits in processing NSFAS funding is benchmarked at over 90%, which put Wits in the upper percentile of successful entities in the sector.

1.6.13 Research Publication Output

Council noted that the current Scopus search results indicated that Wits had published approximately 200 more publications in 2019 as compared to 2018 and in 2017 at the equivalent time. In the case of ISI publications, Wits was about 30 publications ahead of the equivalent time in 2018 and 150 ahead of the equivalent time in 2017.

1.6.14 Finance Update

Council approved the 2020 budget and the Chairperson of the Finance Committee commended the finance team and members of the University for maintaining the highest financial management and governance standards. Council members raised concern around the steady increase in the accumulation of bad-debts. Council was concerned that the rate of increase in bad debts was not sustainable and would, if it continued to increase at this rate, pose a risk to the University's financial position in the long-term.

1.6.15 Risk Management

The following matters were duly noted by Council as some of the major risks that affected the higher education sector and the University:

- Funding constraints over the next five years, especially those related to state-funded subsidies for research and postgraduate students,

- technology and its disruptive potential,
- deteriorating infrastructure and equipment,
- strained labour relations, and
- transformation challenges.

To this end, it was noted that Wits had done remarkably well demographically in the last five years and that approximately 50% of academics, 95% of professional and administrative staff, and 85% of Wits' students were black. It was further noted that about 51% of Wits' staff were women and that approximately 56% of students were female. Council noted the many achievements of the accelerated transformation plan but acknowledged that there were still some gaps, for example, in addressing the needs of people living with disabilities, in creating an inclusive community, and in addressing the fragmented institutional culture.

1.6.16 Student Matters

New Residence Admissions Policy

Council approved a new Residence Admissions Policy, which seeks to provide improved support to vulnerable students. The policy prioritises the placement of first-year students, and will be phased in over two years. Eventually, 50% of all Wits residence beds will be reserved for first year students. The readmission of students to residence will also be determined on the basis of academic performance, gender, the distance of the student's residence from the Wits campus, and the student's contribution to the University and residence life, including mentorship and the involvement in student leadership activities.

The formulation of a private student accommodation accreditation policy would also be initiated in order to ensure the smooth transition of students from Wits residences to off-campus accommodation, and to regulate the minimum norms and standards in terms of both the facilities and student support required.

1.6.17 Student Accommodation

The University signed a Memorandum of Intent with the Gauteng Provincial Government (GPG) which gave Wits the opportunity to investigate the feasibility of five buildings owned by the GPG for both research and accommodation purposes. Of these, only one, the Transwerke Building in the Constitution Hill Precinct may be feasible for student accommodation. Wits is conducting a detailed feasibility study of this building in order to determine if it can be converted to student accommodation at a reasonable cost. The University is also undertaking a feasibility study to determine if, with the City of Johannesburg's approval, the current Metrobus offices on Raikes Road could be converted back into student accommodation at an acceptable cost to the University and the Department of Higher Education and Training.

1.6.18 Council Appointments

Council appointed the following Council member to serve on the structure listed below:

- University Research Committee: Mr R Seedat

1.7 Self-Assessment of Council

1.7.1 Council objectives

Council has determined that for 2019 the following objectives would be prioritised –

- The development of a strategy that could assist the country, in the mid- to long-term, to find solutions to a number of challenges affecting South African society. The strategy will seek, in particular, to optimise and direct the University's intellectual and human capital to impact upon policy decision-making and policy choices at a national level and to facilitate positive change within the country. This would be monitored by means of a standing item on the Council agenda that would include feedback on initiatives undertaken by the University to address this.
- The establishment of a Council based task team that would consider and make recommendations to Council to better enable democratic and transparent governance at the University and in higher education institutions more generally. In this regard and in the context of historical challenges, the task team should consider and develop proposals with regard to conflicts of interest, including internal stakeholder representation, selection processes for executives, and succession planning for the Vice-Chancellor and other executives as well as Council.

Over and above this, Council has approved an Institutional Scorecard, which identifies the Key Performance Indicators for 2019, which are premised on the strategic priorities of the University, as espoused in Wits' Vision 2022.

The Council objectives should be seen in the context of the Strategic Framework of the University, which espouses its vision and mission as well as the values, spirit, and principles of the University's Institutional Intent.

Council further commits itself to the following objectives –

- Council affirms its responsibility to govern the University as determined by the Higher Education Act and the University's Statute.
- Council will, through the Senior Management Team, deliberately advance the University's role as a public higher education institution, working for the public good.
- Council recognises –
 - The centrality of the University to South Africa's long-term development goals, and that critical engagement and debate is a central role of the University;
 - That the University, in addition to creating new knowledge and engaging in blue sky research, can and should play an important role in redressing inequality and responding to the immediate needs of society;
- Council will make decisions that promote and protect the long-term sustainability, inclusiveness and autonomy of this institution as a research-based university, including creating a safe environment for the expression of a multiplicity of views.
- Council will discharge its statutory responsibilities by:
 - Ensuring that management gives sufficient attention to the financial sustainability of the University, including systems of financial control and planning, and that transparency in determining the budget is given priority, and effectively monitored;
 - Ensuring that all Council committee members fulfil their obligations with integrity and to the best of their ability;
 - Ensuring that all reports required by legislation (e.g. Annual report/ Annual Financial statements) are submitted timeously and provide an accurate and factually correct reflection of the business and sustainability of the University;
 - Ensuring that all rules and policies, and the approval thereof, are in the best interests of the University;
 - Ensuring compliance with the senior appointment procedures as determined by the University, to serve the best interests of the University;
 - Creating a healthy environment free of prejudice, gender and race discrimination, which provides support for all University stakeholders regardless of their status;
- Council will champion the realisation of enabling access to the University for all academically deserving students by –
 - Deploying its intellectual resources towards finding the best funding solutions;
 - Working with management and/or students, to engage government and other organisations in order to address the systemic challenges in education.
- Council will ensure and enable academic freedom within the University and will champion institutional autonomy.
- Council will support management in its pursuit of academic excellence and promotion of the Wits experience by –
 - Monitoring the success and throughput of students;
 - Overseeing the agreed upon enrolment size and shape;
 - Encouraging an environment that is consultative and inclusive.
- Council commits to ensure structures for interaction and engagement with students operate efficiently and optimally address relevant and appropriate issues in a proactive manner.
- Council commits to take into account staff wellbeing when making decisions or overseeing relevant policies.
- Council will continue to drive transformation as an overall and ongoing objective; particular goals in relation to staff and curriculum will be prioritised.
- Council will ensure that the University's mandate as a research-intensive university is prioritised.

1.7.2 Council self-evaluation

Please refer to Annexure B: Council Self Evaluation

REPORT

of the

Chairperson of the University Forum



Professor Ames Dhai

Role of the University Forum

During the course of 2019, the University Forum, in terms of its remit, advised Council on:

1. The implementation of the Higher Education Act and the national policy on higher education.
2. Race and gender equity policies.
3. The selection of candidates for senior management positions.
4. Codes of conduct, mediation and dispute resolution procedures.
5. Fostering of an institutional culture that promotes tolerance and respect for fundamental human rights and creates an appropriate environment for teaching, research and learning.

Thematic Reports

The thematic reporting structure approved by Council previously, had been successfully implemented in 2018 and continued in Forum meetings in 2019.

Student Life and Experience at Wits: The report focused on students and transformation, highlighting the overall statistics in terms of enrolment. This was disaggregated into gender, race, faculty, internationality, region, postgraduate, undergraduate and disability status. Transformation priorities and key issues effecting student life such as funding, campus life, institutional culture, student support initiatives, faculty support initiatives, student safety, and food security were examined.

Teaching and Learning: The DVC Academic's report included the enrolment plan for 2020-2025, digital learning and teaching, the language policy and curriculum transformation. Forum stressed the need for equitable access by all students to wi-fi and data if on-line teaching was to be implemented.

Research and Postgraduate Studies: Points highlighted included initiatives to promote increasing amounts of research with impact, with particular focus on discovery, translational and innovation research. Plans were underway for support in grant writing, publishing, budgeting and research management.

Transformation at Wits: Substantive effort was being put into reforming the curriculum but there was a need for a holistic approach. In this regard, Wits would interrogate the pedagogy in terms of what and how the curriculum is taught. This should be expanded into a national debate. The challenge of moving transformation beyond policy and political rhetoric needed to be an area of focus.

Additional Points of Relevance

Student protest and institutional culture: Conduct during protest action resulted in the rights of staff and non-protesting students being violated. The Dean of Student Affairs and the DVC: Academic were advised to work with students towards an institutional culture based on peaceful engagement and negotiation.

University Forum Charter: A task team was set up to establish the University Forum Charter, within the context of a comparative analysis of the University Statute and the Institutional Rules.

Code of Conduct: Consideration was given to establishing an Integrity Committee or a Code of Conduct for each committee for the purpose of ensuring that those who propose that agents have acted outside the bounds of institutional constraints, should be required to provide credible evidentiary proof. It was determined that a Code of Conduct for the University Forum be developed which would be a more effective mechanism to regulate how committee members should behave towards one another both during and outside of meetings. The Code should underline what is required in terms of the individual's commitment to the work of the organization and there should be signed agreement from the University Forum on how the Code of Conduct should be enforced. A task-team was convened to develop the Code.

Mentorship and Succession Planning: The University Forum discussed and debated mentorship and succession planning. Members were requested to submit their views on the issue directly to the DVC Advancement, HR and Transformation. A draft framework on the topic was underway at the level of the Senior Executive Team. It was stressed that consultation and transparency were critical for successful development and implementation of the framework.



Professor Ames Dhai

Chairperson of the University Forum
University of the Witwatersrand



SECTION 2

The University Senate

2.1 The Senate

Subject to the Act, the Senate is accountable to the Council for regulating all teaching, learning, research and academic functions of the University, and all other functions delegated or assigned to it by the Council.

Without derogating from the generality of the above statement, the organisation and superintendence of instruction and examinations, and of lectures and classes, vest in the Senate. The Senate –

- (1) may make or amend any University Rule relating to the curriculum for, or to the obtaining of, any University Qualification, but may do so only after consulting the relevant Faculty Board;
- (2) may make or amend any University Rule relating to the manner in which Students are to be examined;
- (3) determines what standard of proficiency is required to be attained in any mode of assessment that may be used in order to satisfy the requirements for the obtaining of each qualification;
- (4) may make recommendations to the Council regarding the Faculty to which each academic department, School or other academic structure belongs;
- (5) may make recommendations to the Council regarding the establishment and disestablishment of Faculties, academic departments, Schools and other academic structures;
- (6) determines, in accordance with any relevant deed or gift, and after consultation with the Vice-Chancellor and Principal, the conditions applicable to any scholarships and other academic prizes;
- (7) determines the persons to whom scholarships and academic prizes are awarded;
- (8) may establish Committees to perform any of its Functions, may appoint persons who are not members of the Senate as members of such Committees and may for this purpose deem a single person to be a Committee;
- (9) determines the Functions of its Committees as well as the procedure of meetings of these Committees;
- (10) may make standing orders on procedures and delegation of powers for the better carrying out of its functions;
- (11) may delegate its functions; and
- (12) must take note of any action taken by a Committee in exercising its delegated powers or functions when such Committee reports its actions to the next meeting of the Senate, which in the opinion of the Secretary of the Senate is appropriate.

The Senate submits to the Council such reports on its work as may be required by the Council; recommendations on matters referred to it by the Council and recommendations on any other matter affecting the University as the Senate considers useful.

2.2 Membership of the Senate

The membership of the University Senate in terms of the Statute of the University is as follows:

Vice-Chancellor and Principal (Chairperson);

Vice-Principal;

Deputy Vice-Chancellors and Executive Directors;

Two members of the Council elected by the Council to serve on the Senate;

Professors, other than honorary professors, and every academic employee who, not being a professor, holds office as the head or acting head of school;

Elected lecturer members, constituting ten percent of the professorial and heads of school membership of the Senate;

The Deans of faculties who are not members of the Senate in some other capacity;

The Council, on the recommendation of the Senate, may determine twelve professional and administrative support staff services employees of whom six are elected by such employees and of whom six are by virtue of their office members of the Senate:

The Chief Information Officer: Wits ICT;

The Director: Centre for Learning, Teaching and Development;

The Senior Director of Human Resources;

The Dean of Students;

The University Librarian;

The University Registrar; and

Ten students of the University, eight of whom are appointed by the Students Representative Council and two of whom are appointed by the Postgraduate Students Association of the University

Table 2.2 Senate membership

2.3 Meetings of the Senate

The following meetings of the Senate were held during the 2019 year.

Meeting	Date
Ordinary meeting:	14 March
Ordinary meeting:	23 May
Ordinary meeting:	15 August
Ordinary meeting:	24 October
Special meeting:	17 July
Special meeting:	26 November

Table 2.3 Meeting of the Senate



REPORT

of the Deputy Vice-Chancellor Academic



Professor Andrew Crouch

In 2019 the University increased the proportion of postgraduate students to 37.5% in line with its enrolment plan. The completion rate (in minimum time) for Honours degrees has increased significantly from 79% in 2015 to 91% in 2019; in the six-year professional undergraduate degree it increased from 47% in 2019 to 60% in 2019. However, completion rates in 3 and 4 year undergraduate degrees have changed very little over the past five years. The completion rates for 2020 were 33% and 37% for 3-year and 4-year degree programmes respectively.

The University is proud to state that there was a record number of graduates, totalling 9100 students in the course of 2019. For the last four years the University has been conducting a Graduate Exit Survey at the graduation ceremonies between December 2018 and July 2019, 7500 graduates responded to this. The results indicated that 53% of respondents were employed and 31% were furthering their studies. Of graduates not yet employed, a number were health professionals and teachers awaiting government placements.

As the existing five-year Learning and Teaching Plan ended in 2019, a Five-Year Review of Teaching and Learning 2015-2019 was produced. The Review highlighted a number of achievements, including efforts to improve student success for an increasingly diverse

student population through a variety of forms supporting flexible learning opportunities as well as increasingly making use of data to inform decision-making. The Review also identified areas for improvement, notably, the need to increase student throughput and improve time to completion.

A consultative process was followed during 2019 to develop the Wits Learning and Teaching Plan 2020-2024, which was approved by Senate in October and Council in November 2019. The new plan has seven focus areas, chosen to support Wits' intention to be locally relevant and globally competitive. The focus areas are:

- increasing flexible and life-long learning opportunities;
- enhancing academics as university teachers;
- strengthening institutional capacity for curriculum development and renewal;
- diversifying assessment methods;
- expanding postgraduate education;
- expanding innovative formal and informal learning spaces; and

- Using data analytics to promote student success.

The thrusts of the Digital Learning Strategy, developed roughly halfway through the 2015-2019 Learning and Teaching Plan, will be incorporated into the new Learning and Teaching Plan, in order to enable students and staff to benefit from the affordances provided by technology to enhance teaching and provide students with expanded and enriched learning opportunities. The completion of Project Quantum in 2019 has significantly improved internet access university-wide, two fully online programmes were accredited by the CHE, and increased use is being made of blended learning in all Faculties.

In 2019, Senate approved the Wits Framework for Continuous Professional Learning of Academics as University Teachers. This document was developed, in part, in response to the ministerial approved National Framework for the Enhancement of Academics as University Teachers, which articulates an expectation that every university will have such a document. In 2019 the Centre for Learning, Teaching and Development (CLTD) provided 62 professional learning events for academics, as well as offering individual support to academics, and, together with the School of Education, co-teaching on the Post Graduate Diploma (Education) in the field of Higher Education.

At its final meeting of 2019 Senate also approved the Wits Institutional Framework for Student Success. The framework was developed through a consultative process in response to the need for an institution-wide, student-centred and holistic approach to promoting student success.

Implementation and ongoing development of the framework will be the responsibility of a strengthened and expanded Student Success Committee from 2020 onwards.

Professor Andrew Crouch

Deputy Vice-Chancellor Academic
University of the Witwatersrand

2.4.1 Faculty and School Configuration

OUR FACULTIES



2.4.2 Changes in the Academic Structure

A decision was taken by Senate at the last Senate meeting in November 2018, to divide the School of Economic and Business Sciences into two Schools. This decision was implemented in 2019.

2.4.3 Significant Academic Developments

During the period January 2019 to December 2019 the qualifications indicated in the table below were accredited by the Council on Higher Education (CHE) and registered by the South African Qualifications Authority (SAQA). The two Post-Graduate Diplomas were accredited in distance learning mode and may therefore be offered fully online. These diplomas are the university's first qualifications to be available through this mode of instruction. The university will increase its fully online academic programmes over the period covered by the next enrolment plan, beginning in 2020.

Qualification	Senate approval	DHET PQM Clearance	CHE Accreditation	SAQA Registration	SAQA ID Number
Advanced Diploma in Technical and Vocational Teaching	02 June 16	12 Jan 17	14 Feb 19	14 June 19	109277
Bachelor of Nursing	May 18	30 Oct 18	15 July 19	14 Feb 20	111353
Postgraduate Diploma in Business Administration	Aug 17	14 Nov 17	14 Feb 19	02 Dec 19	111477
Postgraduate Diploma in Public Management	Aug 17	14 Nov 17	15 Aug 19	20 Dec 19	112605

Programmes pending CHE accreditation and SAQA registration

Qualification	Senate approval	DHET PQM Clearance	CHE Accreditation	SAQA Registration	SAQA ID Number
Advanced Diploma in School Management and Leadership	02 June 16	07 June 18	23 Oct 19	Pending	Pending
Bachelor of Arts in Theatre and Performance (name change)	30 May 2018	04 Oct 18	Pending	Pending	Pending
Master of Arts in Theatre and Performance (name change)	30 May 2018	04 Oct 18	Pending	Pending	Pending

The Advanced Diploma in School Management and Leadership has been accredited by the CHE and is awaiting registration by SAQA. PQM clearance has been granted by the DHET for name changes to the Bachelor of Arts in Theatre and Performance and Master of Arts in Theatre and Performance. The University is awaiting approval from the CHE and SAQA. This information is summarized in the table below.

The following programmes have been approved by Senate but have not yet been submitted to the CHE for accreditation:

- Master of Business Science in Digital Business
- Master of Management in African Philanthropy
- Master of Management in Energy Leadership
- Postgraduate Diploma in Digital Business
- Postgraduate Diploma in Energy Leadership

2.4.4 Limitations on access to certain courses

Access to higher education, and more particularly access to Wits remain a key concern to the University. The University received almost twenty times more applications in 2019 than what it could accommodate at first-year level. Demand for places within the professions in high demand were: MBChB; Accounting; Engineering; and Actuarial Science. Due to physical space constraints certain courses are limited at undergraduate level; whilst at Postgraduate level supervisor capacity constraints require the University to place limitations on certain courses.

The University annually reviews specific entrance requirements for qualifications as part of its quality assurance processes when new programmes are introduced. The Faculty of Engineering and the Built Environment implemented a common first-year for all Engineering disciplines in 2019 as a case in point.

The shortage of suitably qualified teaching staff in certain disciplines such as Mathematics, Statistics, Actuarial Science and some Engineering disciplines remain a challenge for the sector and for the University.

Similarly, available laboratory space and infrastructure for the rapidly expanding postgraduate student cohort has been identified as a major limiting factor for postgraduate growth. The number of postgraduate registrations in areas which has a strong laboratory base, is thus limited. Although the infrastructure grant provided by the Department of Higher Education and Training (DHET) will give some relief in the Faculty of Health Sciences in two years, the infrastructure constraints in this area limits further growth for the next two years.

The current Enrolment Plan ended in 2019 and a new Enrolment Plan for the period 2020 – 2025 was submitted to the DHET for consideration. This new enrolment plan aligns with the University's Vision 2022 and the National Development Plan which focuses on postgraduate training, resulting in further limitations on undergraduate registrations. Sources of income to support teaching in particular subjects, whether from government subsidies, student fees, donations or a third-stream income, remains a constraint, although government funded initiatives such as the expanded National Students Financial Aid Scheme (NSFAS) and programmes such as the University Campus Development Plan (UCDP) and n-GAP are viewed as positive.

2.5 Academic Achievements

2.5.1 Prestigious student achievements

Chancellors Medal in the Natural Sciences Category: Emily Bontle Wallace

Chancellors Medal in the Human Science Category: Kyra Eva Tumiel

Jubilee Book Prize Ms Kayla Sharni Borowitz Faculty of Humanities

2.5.2 Faculty of Commerce, Law and Management

KPMG Alexander Aiken Trophy Award

This trophy, together with a prize, is awarded to the most distinguished Bachelor of Accounting Science graduate. The prize was endowed in 1930 by Dr Alexander Aiken, a distinguished member of the accounting profession and one-time Chairman of the Finance Committee of the Council of the University, on whom the University conferred an honorary doctorate in 1929.

Awarded to: Tanaka Majakwara

2.5.3 Faculty of Humanities

Faculty of Humanities Silver Medal

For meritorious achievement in the degree of Bachelor of Arts

Awarded to: Chloe-Marie Kikillus

Faculty of Humanities Silver Proxime Accessit Medal

For outstanding meritorious achievement in the degree of Bachelor of Arts

Awarded to: Zaiboonnisha Mayet

2.5.4 Faculty of Science

Crawford College Bronze Medal

This medal is awarded annually to the student with the third highest overall mark for Mathematics I (Major).

Awarded to: Nicholas Anthony Levendis

Crawford College Silver Medal

This medal is awarded annually to the student with the second highest overall mark for Mathematics I (Major).

Awarded to: Michael Coenraad Beukman

Crawford College Gold Medal

This medal and prize of R500.00 are awarded annually to the student with the highest overall mark for Mathematics I (Major).

Awarded to: Jacob Teeger

Liberty Life Bronze Medal - Actuarial Science I

This medal is awarded to the best student in Actuarial Science I.

Awarded to: Jacob Teeger

Liberty Life Silver Medal - Actuarial Science II

This medal is awarded to the best student in Actuarial Science II.

Awarded to: Jimmy Si Tang Yuan

Liberty Life Gold Medal - Actuarial Science III

This medal is awarded to the best student in Actuarial Science III.

Awarded to: Benjamin Raphael Benguri Karstaedt

Liberty Life Gold Medal - Actuarial Science Honours

This medal is awarded to the best student in Actuarial Science Honours.

Awarded to: Alexa Lee Sandler

Liberty Life Bronze Medal - Mathematical Statistics I

This medal is awarded to the best student in Mathematical Statistics I.

Awarded to: Jacob Teeger

Liberty Life Silver Medal - Mathematical Statistics II

This medal is awarded to the best student in Mathematical Statistics II.

Awarded to: Ariel Mazabow

Liberty Life Gold Medal - Mathematical Statistics III

This medal is awarded to the best student in Mathematical Statistics III.

Awarded to: Natasha Silverman

Liberty Life Gold Medal - Mathematical Statistics Honours

This medal is awarded to the best student in Mathematical Statistics Honours.

Awarded to: Pranav Jagdish Goven

Liberty Life Bronze Medal - Computer Science I

This medal is awarded for outstanding performance in the first year of study in Computer Science.

Awarded to: Rishan Mazid

Liberty Life Silver Medal - Computer Science II

This medal is awarded for outstanding performance in the second year of study in Computer Science.

Awarded to: Carl Friedrich Ginster

Liberty Life Gold Medal - Computer Science III

This medal is awarded for outstanding performance in the third year of study in Computer Science.

Awarded to: Tamlin Gabriele Sean Lollis Love

Liberty Life Gold Medal - Computer Science Honours

This medal is awarded for outstanding performance in the Honours year of study in Computer Science.

Awarded to: Jason Dean Stuart

Starfield Prize for the best Mathematical Modelling Project in Computational and Applied Mathematics Honours

This medal is awarded annually for the best mathematical modelling project in Computational and Applied Mathematics Honours.

Awarded to: Thamsanqa Lucas Vetezo

Starfield Prize for the best student in Mathematical Modelling in Computational and Applied Mathematics III

This medal is awarded annually to the top student in the Mathematical Modelling course in Computational and Applied Mathematics III.

Awarded to: Sebastian Padraic Raven

SA Genetics Society/Hofmeyr - Van Schaik Medal

This medal is awarded to the most distinguished Honours student in the field of Genetics.

Awarded to: Michael Patrick Edwards

The Peter Fridjhon Medal for the best Honours research project in Mathematical Statistics

This prize of R4 000.00 and a gold medal are awarded in memory of Professor Peter Fridjhon, a past Head of School for Statistics and Actuarial Science. The prize is awarded to the Mathematical Statistics Honours student who produced the best Honours research project

Awarded to: Yaseer Khan

Element Six Diamond Research Lab & DST/NRF Centre of Excellence in Strong Materials Medal

This medal is awarded annually for outstanding performance in Physics III.

Awarded to: Andreas Hadjipaschalis

Element Six Diamond Research Lab & DST/NRF Centre of Excellence in Strong Materials Medal

This medal is awarded annually for outstanding performance in the Honours year of study in Physics.

Awarded to: Emily Bontle Wallace

The Samuel Goodman Memorial Medal

This gold medal is awarded annually to the most distinguished Honours graduate in the Faculty of Science. It is presented at the University Graduation Ceremony for Science students.

Awarded to: Emily Bontle Wallace

William Cullen Medal

This silver medal is awarded annually to the most distinguished Bachelor of Science graduand in the Faculty of Science. It was endowed in 1929 by William Cullen, Hon LLD (Witwatersrand). It is presented at the University Graduation Ceremony for Science students.

Awarded to: Andreas Hadjipaschalis

The South African Association of Women Graduates (SAAWG)

Two SAAWG Prizes will be awarded for the 2019 academic year, one for Natural Sciences and the other for Human Sciences. The combinations of faculties for each of the two categories are the same as above. In both categories the nominees from each faculty were selected from all the recipients of bachelor degrees awarded with respect to the 2018/19 academic year.

Awarded to: Emily Bontle Wallace

Chancellor's Medal

Most distinguished Bachelor or Honours graduand in the natural sciences.

Awarded to: Craig James Bester

2.5.5 Faculty of Health Sciences

BRONZE MEDAL OF THE GAUTENG BRANCH OF THE SOUTH AFRICAN MEDICAL ASSOCIATION

Awarded to: the most distinguished MBBCh graduand of the year.

Awarded jointly to: Greg Douglas and Marco Caldeira

GOLD MEDAL OF THE SOUTH AFRICAN DENTAL ASSOCIATION

Awarded annually to the graduand who has the most distinguished academic record.

Awarded to: Zain Surtee

HEALTH GRADUATES ASSOCIATION MEDAL

Awarded to the top graduand in the Faculty of Health Sciences.

Awarded jointly to: Marco Caldeira and Greg Douglas

RAYMOND AND MARJORIE DART MEDAL

Awarded annually to the most distinguished final year student in the degree of Bachelor of Science in Physiotherapy.

Awarded to: Atiyya Mamoojee

RAYMOND AND MARJORIE DART MEDAL

Awarded annually to the most distinguished final year student in the degree of Bachelor of Science in Occupational Therapy.

Awarded to: Megan Bezuidenhout

RAYMOND AND MARJORIE DART MEDAL

Awarded annually to the most distinguished final year student in the degree of Bachelor of Nursing

Awarded to: Tendaishe Tungwarara

UPD PHARMACY MEDAL

Awarded to: the most distinguished student in the final year of study for the degree of Bachelor of Pharmacy.

Awarded to: Aaliyah Salee

Faculty of Humanities Gold Medal

For the most distinguished record in the degree of Bachelor of Arts

Awarded to: Shannon Jaimie Hawker

Faculty of Humanities Dean's Medal

For the most distinguished performance in a professional degree

Awarded to: Sarah Gillian Weirich

2.5.7 Wits Plus

Wits Centre for Part-time Studies – 2019

During 2019 there were 6989 degree student course enrolments in 140 courses. Four of the five faculties participated with Faculty of Humanities contributing 48.6% and Faculty of Commerce Law and Management 36.4%. The average number of students per course was 50.

The following students will receive Wits Plus prizes for the best performance in a selected number of courses:

Wits Plus Centre for Part-Time Studies

For the most outstanding student currently enrolled, for the BA for the World of Work (Part-time) and who is on the final year of study.

Awarded to: Dheneshnee Badasee

Wits Plus Centre for Part-Time Studies - Psychology

For the most outstanding third-year student in Psychology in the Wits Plus BA for the World of Work Programme.

Awarded to: Tiffany Sibinda

Wits Plus Centre for Part-Time Studies – International Relations

For the most outstanding third-year student in International Relations in the Wits Plus BA for the World of Work Programme.

Awarded to: Palesa Tshabalala

Wits Plus Centre for Part-Time Studies – Sociology

For the most outstanding third-year student in Sociology in the Wits Plus BA for the World of Work Programme.

Awarded to: Tiffany Sibinda

Wits Plus Centre for Part-Time Studies – Political Studies

For the most outstanding third-year student in Political Studies in the Wits Plus BA for the World of Work Programme.

Awarded to: Sechaba Sephiri

Wits Plus Centre for Part-Time Studies – Bachelor of Commerce Programme

For student who has graduated with the highest average overall mark in the BCom degree and who has completed the degree in the shortest period. Awarded to: Angela Glenys Rogers



REPORT

of the

Deputy Vice-Chancellor Research and Postgraduate Affairs



Professor Zebulon Vilakazi

As I write this report on the research activities of Wits in 2019 I feel overwhelmingly that 2019 was the quiet before the storm. The storm brought on by the coronavirus pandemic. It makes me understand more clearly than ever before that these national and global crises can only be overcome with the help of science. I use the word science here in its broadest sense meaning knowledge in all disciplines. It is wonderful to see how scientists of all disciplines are currently tackling the problem of COVID-19 from a multitude of different angles. I have seen immunologists, virologists and pathologists working on the problem. Notwithstanding that there are also valuable inputs from physicists and applied mathematicians, modelling rates of infection; sociologists and economists sharing knowledge about the impact of lockdown on people and the economy; engineers in creating personal protective equipment, ventilators and hand sanitisers; and so forth. All these things come together in a collaborative way to manage the problem.

This indeed is the way research happens, people from various backgrounds and disciplines work collaboratively to chip away at the boundaries of our knowledge, pushing back the veil of ignorance.

In 2019, Wits academics continued their high quality research enabling us to record about 12 significant discoveries and an increased number of high quality publications. The detail in the research report below will further attest to their productivity and excellence. However, I would like to highlight a few significant contributions. I am aware by doing so I ignore by name so many valuable contributions, all of which I am very grateful for. Nonetheless, I need to commend Lee Berger, Steven Churchill, Lynn Morris, Marie-Louise Newell and Derick Raal for appearing in the Clarivate Highly Cited Scholars list for 2019. To be acknowledged in this report their publications need to attract sufficient citations to place them in the top 1% of global scholars in their field of research. I would also want to congratulate the Wits scholars who co-authored a record number of publications in 2019 in the 'big three' journals.

I refer here to the journals called Science, Nature and the New England Journal of Medicine (NEJM). Their Impact Factors (IF) are staggeringly high and, although I subscribe to the DORA principle of not necessarily conflating IF with article quality, it is worth noting that Wits published 22 articles in 2019: seven in Science, nine in Nature and six in the NEJM. In 2011 Wits came close to this with 16 publications, but the average number over 13 years is approximately nine articles. Authors will confirm that to get published in these journals one needs to plan research projects well in advance, secure sufficient funding and collaborate with the best in the world and have good quality students.

With regard to collaboration, it is interesting to note that the university with whom we published the largest number of publications in 2019 was the University of Cape Town (427 items). Based on the Category Normalised Citation Impact score (a measure of quality based on citation counts) Wits' 10 joint publications with Roche Holding were the best in 2019, with a score of 37, 37 times better than the global norm of one.

It is also interesting to see that the top five broad fields of research productivity amongst Wits academics in 2019 includes in decreasing order of the number of publications: medicine; social sciences; agriculture and biological sciences; physics and astronomy; and biochemistry, genetics and molecular biology. This statistic hides the many valuable contributions in all the other disciplines, which are just as important. In 2019 Wits authors used 100 different ISI indexed journals to convey their 2 887 articles. This is a clear testament of the diversity of research at Wits.

In conclusion, it is noted with pride how the University and her academics have responded to Wits' strategic intent to increase the postgraduate cohort of the student body. Although it sounds simple, it has been an incredibly complex process given all the moving parts.

In a university research and postgraduate student supervision go hand in hand, this is why Wits pursued the shift of its student body to 45% postgraduate. It has taken a concerted effort to make the shift. Wits is grateful to all those who have contributed.



Professor Zebulon Vilakazi

Deputy Vice-Chancellor Research and Postgraduate Affairs
University of the Witwatersrand

2.6.1 Research Configuration

Research, being one of the three main legs of the academic project, is lead primarily by the Senate and Council. Additionally there is a Deputy Vice-Chancellor for Research and Postgraduate Affairs (DVC-R&PGA) who is the senior executive responsible for research leadership. Professor Vilakazi, the DVC-R&PGA, chairs the University Research Committee (URC) which is a subcommittee of Senate and Council.

Faculty involvement is ensured by representation on the URC. Each faculty has an Assistant Dean for Research who also chairs the faculty research Committee. The URC also consists of representatives of the Deans, Council, Senate and SRC.

The University Research Office is tasked with the support and facilitation of research across the University. It interacts with other research support structures such as Wits health Consortium, Wits Enterprise (two wholly-owned companies) and the Faculty Research Structures.

2.6.2 NRF Rated Researchers

One measure of research intensity is the number of NRF rated researchers in a university. The NRF runs an annual call for rating applications. These consist of a detailed CV and an argument about one's impact on a particular scholarly community. These applications are reviewed by approximately six independent peer reviewers. Based on their assessments, a specialist panel awards a rating A (leading international scholar), B (internationally recognized scholar) or C (established researcher). There are two 'developmental' ratings, namely Y (young entrants) and P (prestigious young scholars).

Previously, NRF Incentive Funding was awarded annually to each person with a rating. In 2018 this funding was severely reduced and besides the developmental ratings the motivation for getting or maintaining a rating is either a personal developmental one or an altruistic gesture for the benefit of the university.

Rating	FACULTY					
	Commerce, Law and Management	Engineering and the Built Environment	Health Sciences	Humanities	Science	Total
A	0	1	10	5	13	29
B	10	7	39	21	53	130
C	28	23	53	49	72	225
P	0	0	0	0	1	1
Y	12	8	17	15	20	72
Total	50	39	119	90	159	457

The results of Wits academics and the NRF rating programme are shown in Table 6.2.1.

2.6.3 Centre of Excellence

Wits hosts nine Centres of Research Excellence (CoEs), including six DSI-NRF-supported CoEs. The DSI-NRF CoEs hosted by Wits include those in the fields of Human Development, Mathematical and Statistical Sciences, Paleosciences and Strong Materials. Wits co-hosts the CoEs in Biomedical TB Research and Integrated Mineral and Energy Resource Analysis.

2.6.4 Wits/MRC Units

In 2019, Wits hosted four SA-MRC research units. They include the following:

MRC/Wits Antiviral Gene Therapy Research led by Professor Arbuthnot and located in the Wits School of Pathology;

MRC/Wits Developmental Pathways for Health Research led by Professor Norris and located in the Wits School of Clinical Medicine;

MRC/Wits Rural Health in Transition Research led by Prof Tollman and located in the Wits School of Public Health; and

MRC/Wits Respiratory and Meningeal Pathogens Research led by Prof Shabir Madhi and located in the School of Pathology.

2.6.5 Research Achievements

In 2019, Wits announced 12 major discoveries (19 in 2018) with an accumulated advertising equivalent of R 15.6 m (R9.5 million in 2018). These announcements are important as they fit with our notion of producing research with impact, where take up is important. The advertising equivalent value gives some sense of the interest that the news media had in distributing this information. Other measures of the spread of this knowledge are the Twitter and Facebook impressions, 46 632 and 37 880 respectively.

However nothing replaces the value of peer reviewed publications. Wits affiliated authors once again made 2019 a good year for research publications. Two important bibliometric databases that are used to track productivity throughout the year are the Web of Science (also called by its historic name, the ISI database) and Scopus. The following figures show the accumulative growth of all published items during the 2019 season (please note this extends in to early 2020) by Wits affiliated researchers. Both plots show a linear growth until towards the end of the collection season (March 2020) where the growth tails off. More importantly, the plots show how the 2019 performance outstripped that of 2018.

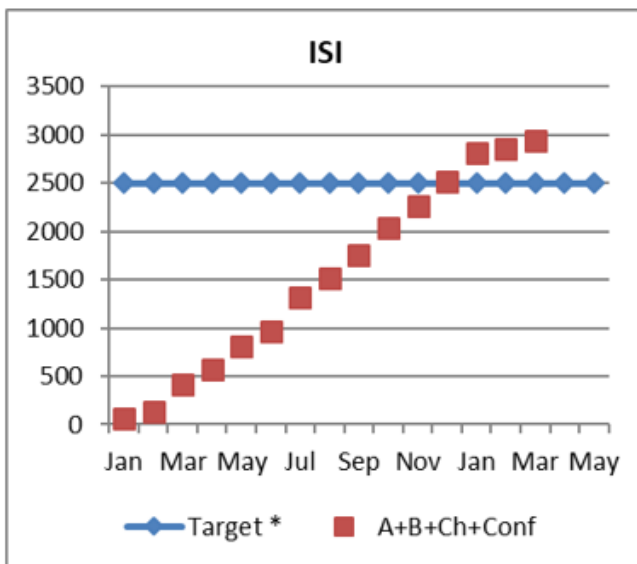


Figure 1: Number of peer reviewed publications in the ISI database

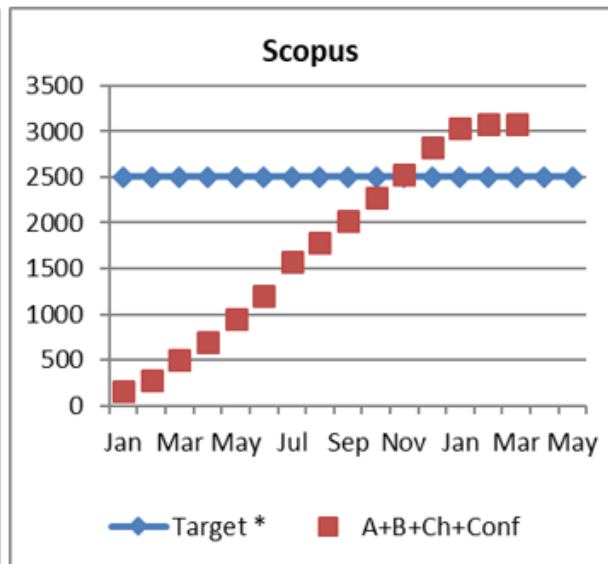


Figure 2: Number of peer reviewed publications in the Scopus database

Figures 3 and 4 show how the peer reviewed journal articles in Scopus and ISI indexed journals exceed the published numbers in the last two years.

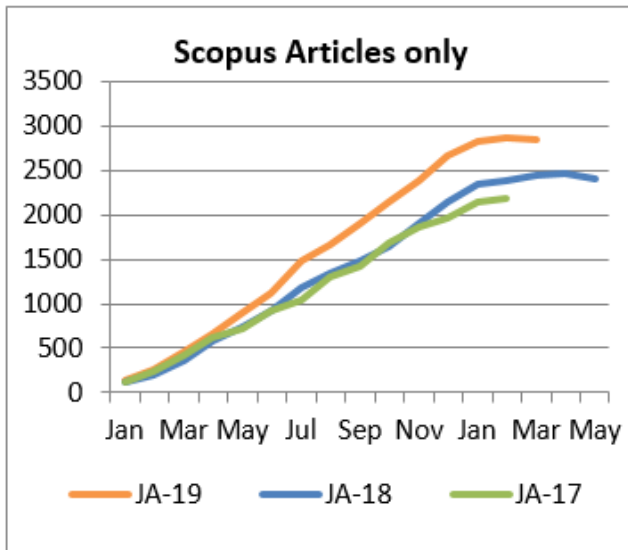


Figure 3: Number of peer reviewed publications in the Scopus database

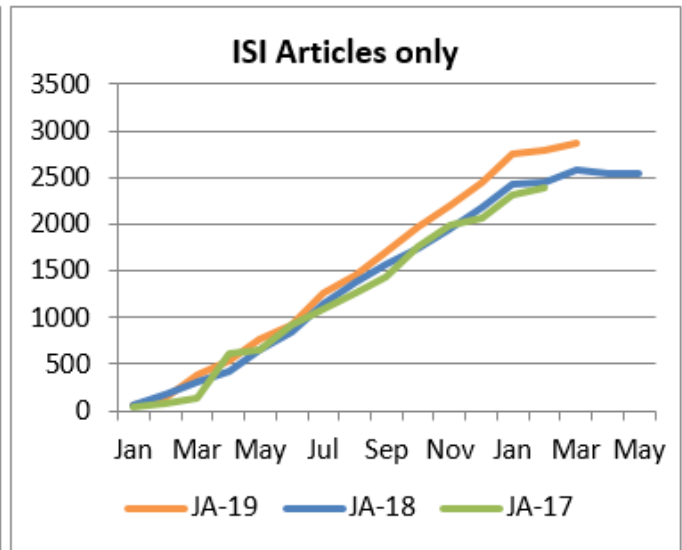


Figure 4: Number of peer reviewed publications in the ISI database

S

Comparing year on year growth for all types of publications (see Figure 5 below), using ISI data, shows an average growth rate of 13% per annum over the last six years (2014 – 2019). The overall growth in this period was 82%.

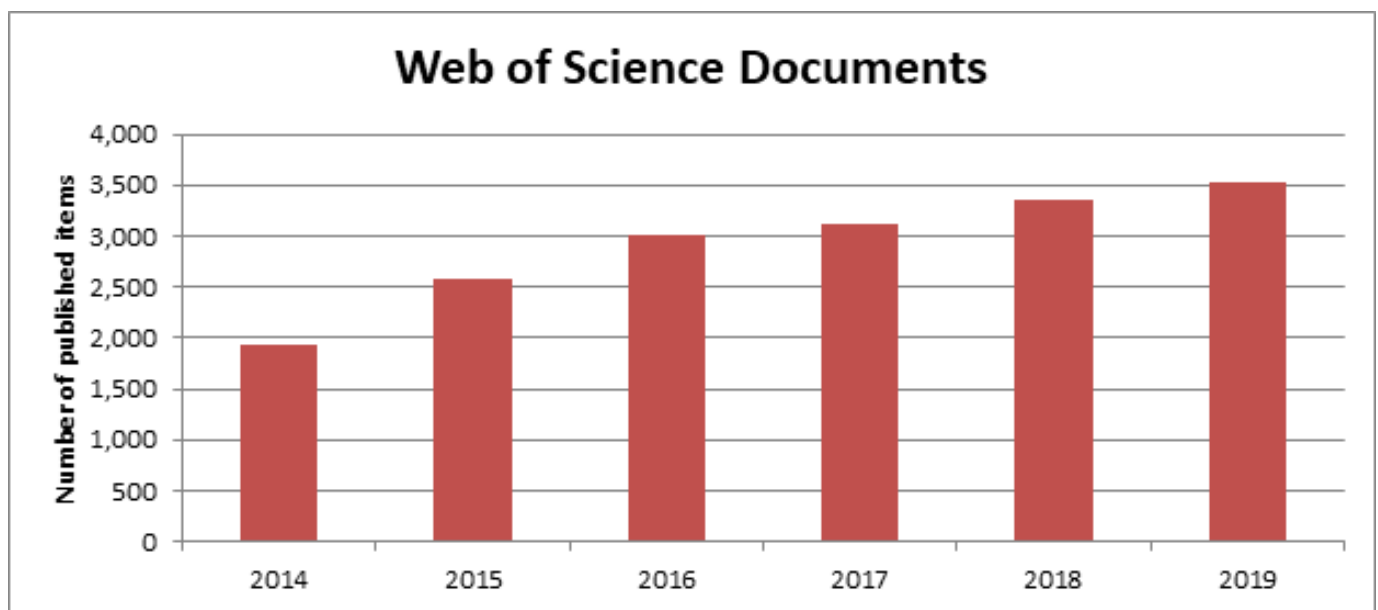


Figure 5: Growth of all types of research publications indexed by ISI: 2014 - 2019

Of the 2 871 ISI indexed journal articles published by Wits affiliated authors in 2019:

- 61 were published in PLoS One (Impact Factor = 2.766)
- 71 were published in SA Medical Journal (Impact Factor = 1.500)
- 44 were published in Journal of High Energy Physics (Impact Factor = 5.541)
- 46 were published in Nuclear Physics A (Impact Factor = 1.463)
- 6 were published in New England Journal of Medicine (Impact Factor = 70.670)
- 7 were published in Science (Impact Factor = 41.063)
- 9 were published in Nature (Impact Factor = 43.070)

Figure 6 below shows the disciplinary breakdown of Wits' 2019 research publications indexed by ISI.

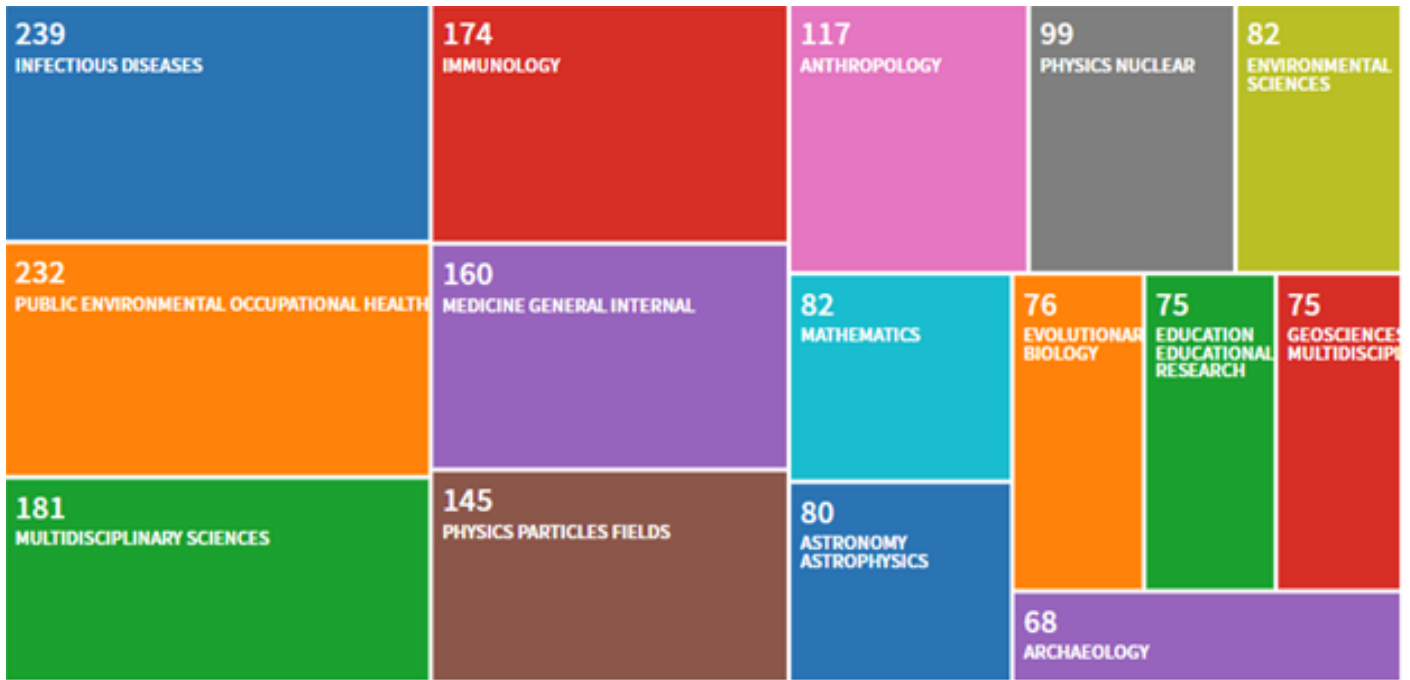


Figure 6: Disciplinary makeup of the 2019 research publications

Three high Impact Factor journals which are important to track include Science, Nature and the New England Journal of Medicine (NEJM). Figure 7 shows that Wits affiliated authors published 22 articles in these journals in 2019 the most ever in a single year.

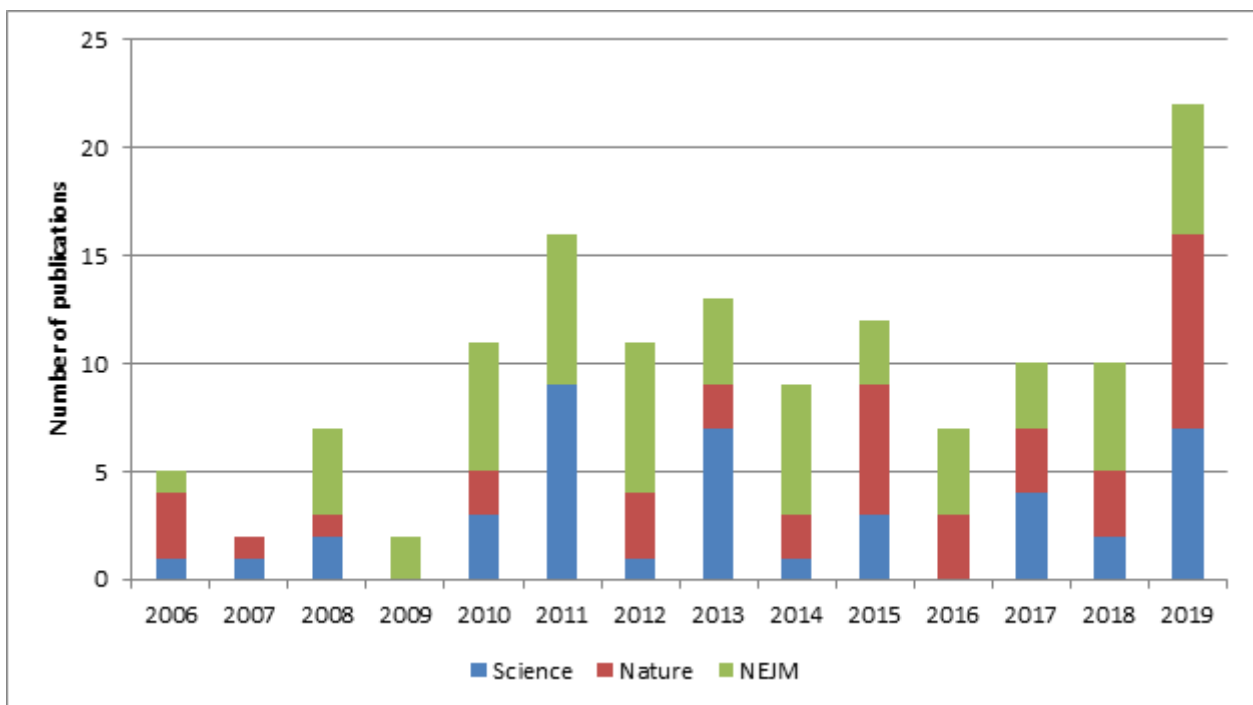


Figure 7: Wits authored journal articles in three top journals by Impact Factor: 2006 - 2019

Of great importance to the University is our annual government subsidy based on our reported research outputs. This is an annual exercise and relies on counting of physical copies of each publication. The DHET also uses a fractional author count system of units that reflect the number of Wits affiliated authors of each publication.

Figure 8 below shows the growth of research output units for journal articles, books including chapters in books and conference proceedings. 2019 showed a slight decline for the first time since 2011.

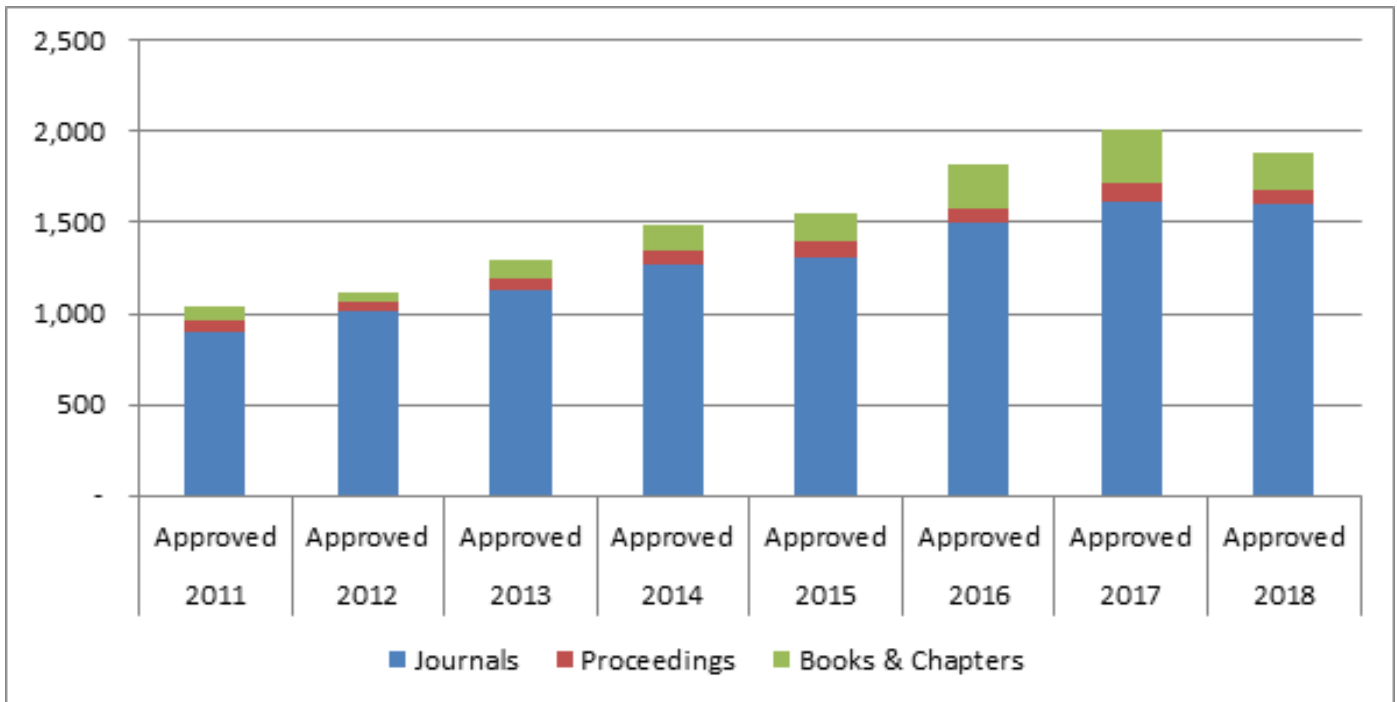


Figure 8: DHET units of research: 2011 - 2018

It is also pleasing to note that the approval rates by the DHET of our submission based on the set criteria. This is important as we now operate in an environment which is increasingly complicated by predatory publishers. Figure 9 shows our approval rates for the three types of research publications. The overall approval rate for all types of research outputs over the eight years shown is 89%.

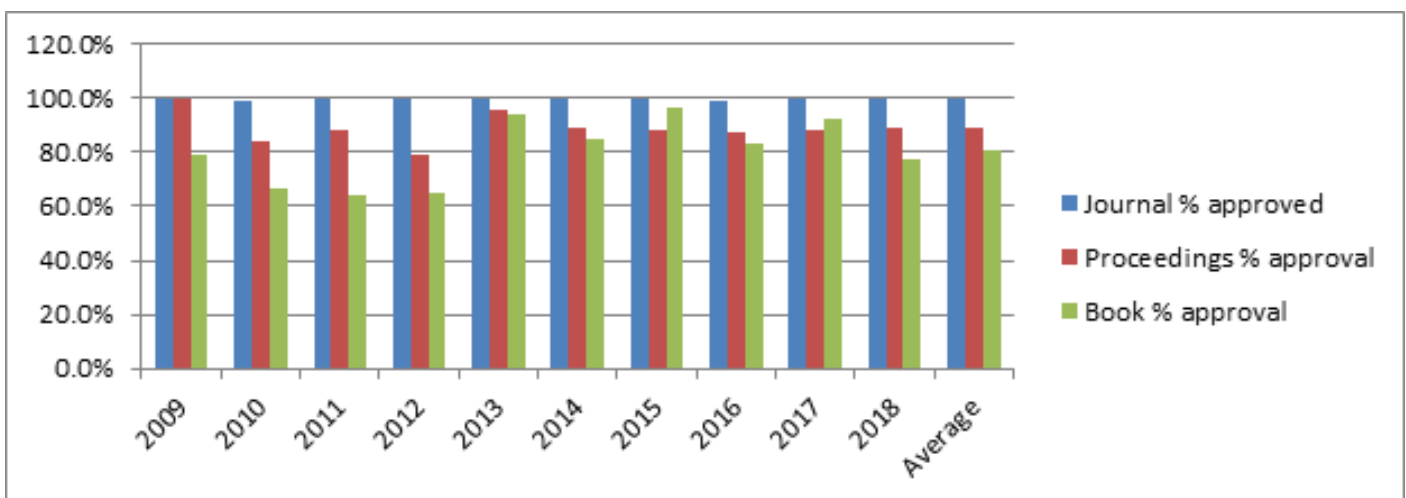


Figure 9: Approval rates for the three types of research publications considered for subsidy: 2009 – 2018

Out of the 3 521 items published in the ISI index in 2019 by Wits authors, 37 were Highly Cited Papers. This means they received enough citations by the end of 2019 to place them in the top 1% of their academic fields based on a highly cited threshold for the field and publication year. Furthermore, 7 were Hot Papers. These received enough citations in 2018 to place them in the top 0.1% of papers in its academic fields.

2.6.5.1 Internal Awards

The 2019, VC Research Award was won by two deserving candidates Professor Shane Norris (Health Sciences) and Professor Abdul Kara (mathematical Sciences) for their sustained research excellence.

Professor Norris is the Director of MRC/Wits Developmental Pathways for Health Research Unit and the DSI-NRF CoE in Human Development. He works in the broad field of nutrition and human development. He has published well over 120 peer reviewed articles, he has a total of 5 426 citations and his h-index (ISI 20 March 2020) stands at 36.

Professor Kara has published extensively in the field of mathematics. He has published well over 200 peer reviewed articles, he has a total of 2 708 citations and his h-index (ISI 20 March 2020) stands at 27.

2.6.5.2 External Awards

The highlight for 2019 is undoubtedly the national Order achieved by Professor Thokozani Majazi. He received the Order of Mapungubwe on 24 March 2019. The Order of Mapungubwe is South Africa's highest honour. It was instituted on 6 December 2002, and is granted by the President of South Africa, for achievements in the international area which have served South Africa's interests.

Other prestigious external awards from the National Science and Technology Forum included Professor Alex Quant for the material for the inclusive economic development and Shirona Patel on behalf of the Wits Communication team for Excellence in Science Communication.

2.7 Books authored by staff members

At the time of writing this report (March 2020), Wits affiliated authors had published about 14 peer-reviewed scholarly books published in 2019. These books cover the broad fields of Law, Chemical Engineering, Human and Community Development, Literature, and Social Science.

These books are expected to produce 122 units of research output subsidy from the DHET.



REPORT

of the Dean - Faculty of Commerce, Law and Management



Professor Imraan Valodia

The Faculty of Commerce, Law and Management (CLM) offers an exciting and challenging set of study and research programmes that contend with the economic and social challenges of our country, and the wider global South. Its location in the heart of the most powerful economic hub on the African continent and connection to some of the most powerful and influential social agents in the country, provides students in the CLM Faculty with unique academic opportunities. On the one hand, students have access to studying the technical skills that are driving finance, insurance and banking markets and, on the other hand, they have exposure to the context of the social, political and legal implications of these developments and the associated human rights challenges. In other words, the Faculty offers a unique opportunity to study and understand the complex developments in the economy and the social and economic consequences of these patterns of development and growth.

The Faculty consists of five schools:

- The School of Accountancy;
- The School of Law;
- The Graduate School of Business Administration (Wits Business School);
- The Wits School of Governance.
- The School of Economic and Business Sciences;

In January 2020, the School of Economic and Business Sciences split into two separate Schools: The School of Economics and Finance and The School of Business Sciences.

Research

During the 2018/19 period, researchers in the Faculty of Commerce, Law and Management have continued to inform and participate in crucial policy debates by investigating the interlinkages of legal, political and economic factors that characterize the make-up of the South African society. Engaging with society is the backbone of CLM research and is reflected in the constant and critical dialogue with policy makers, industry stakeholders, national and international academics and the wider South African society.

Our research has been disseminated through a range of channels including public lectures, seminars, and workshops that have covered topics like the decolonisation of the South African society and how political, legal and economic structures continue to perpetuate post-apartheid inequalities, property laws and social transformation, foreign direct investment and its impact on growth and employment, the role of big business in emerging markets, and issues around expropriation. These debates were facilitated through the various seminar series of our schools but increasingly also through their research entities like the Southern Centre of Inequality Studies (SCIS); Centre for Applied Legal Studies (CALs); Centre for Learning on Evaluation and Results (CLEAR AA) and the Mandela Institute to name a few.

These critical discussions with key stakeholders allow our researchers to produce high quality and impactful research. Compared to 2017, the CLM faculty increased its research output from 226.11 units to 252.81 units in 2018. This was driven mostly by an increase in the number of journal articles. In 2018, CLM academics have published 221 articles across 141 journals with a strong exposure in international journals: 35% of the articles were published in ISI accredited journals, 20%

in IBSS, 22% in SCOPUS and 23% in DHET accredited journals. Additionally, our researchers have contributed numerous conference proceedings, book chapters and books including *Confronting Inequality: The South African Crisis (CSIS)*; *Governance and the post colony: Views from Africa (WSG)*, and *Competition and Economic Regulation for Inclusive Growth in Southern Africa (Mandela Institute)*.

The quality of our researchers is acknowledged widely by the national and international research communities. By the end of 2019, more than 50 CLM academics were NRF rated with Professor Lilian Chenwi attaining a B2 NRF rating. CLM researchers regularly are invited to collaborate with a number of international institutions like the International Institute of Social Studies (ISS), the Erasmus School of Law (Rotterdam), Faculty of Law at the University of the West Indies, the Getulio Vargas Foundation School of Law in Sao Paulo, Oxford Human Rights Hub at Oxford University as well as UN-Habitat, the IMF and the World Bank.

As the last few years have shown, the faculty is growing from strength to strength, not just in terms of the quantity of research output but also in terms of its quality and impact on public discourse.

Teaching and Learning

CLM offers three undergraduate programmes in Commerce:

1. a three-year double major Bachelor of Commerce (BCom) with some specialisations: BCom (Accounting), BCom (Information Systems), BCom (Law) and BCom (Politics, Philosophy, Economics - PPE),
2. a three-year Bachelor of Accounting Science (BAccSc), and
3. a three-year Bachelor of Economic Science (BEconSc).

The LLB undergraduate programme is offered by the School of Law:

4. a three-year LLB stream for students who hold undergraduate degrees but who have not completed any law subjects,
5. a two-year LLB stream for students who hold BA or BCom degrees from Wits with law as a major subject, and
6. a four-year LLB stream for newly matriculated candidates moving directly from secondary to tertiary education.

The Faculty offers its undergraduate BCom degree on a part-time study basis through the Wits Plus Centre for Part-Time studies. CLM consistently produces excellent results in the final Board Examinations of

the South African Institute of Chartered Accountants (SAICA). Our law graduates are sought after by the top legal firms and our economics and business sciences graduates are leaders in corporate management, policymaking, governance and regulatory institutions in South Africa.

At the postgraduate level, the Faculty offers exciting opportunities for MBA and related qualifications in the Wits Business School, and a public management and development degree offered by the Wits School of Governance (the leading South African centre for public service postgraduate training). In addition to Doctoral degrees, Master's and Honours degrees are offered in Commerce, Accountancy, Taxation, Economics, Business Economics (Finance, Human Resource Management, Information Systems, Insurance and Risk Management, Management and Marketing), Development Theory and Policy, Law and Management. The Faculty offers a number of Postgraduate Diplomas and short courses through the various schools, with the intention to further grow and develop this area. The Wits Business School has many Executive Education offerings, including bespoke courses and programmes, while both the Wits Business School and the Wits School of Governance offer select fully-online Postgraduate Diploma programmes.

Table 2.8.1 below shows the faculty's 2019 postgraduate and undergraduate graduation data.

The Faculty has a large number of courses that focus on educating future professionals in the fields of law, accountancy, management, and related fields like actuarial science and finance. Schools are also involved in the provision of service courses, such as accounting and economics, and teach students across several faculties. There has been a noticeable increase in students from the Faculty of Science electing to take CLM courses as one of their majors. For example, many Computer Science majors elect to take Information Systems. This brings both challenges and welcome diversity to these classes.

From a teaching and learning perspective, the focus has been on enhancing the quality of assessments (e.g. through a University Capacity Development Grant Assessment Project), expanding offerings into the blended and online space (e.g. appointing and Academic Director and Project Manager for Online Learning within the CLM Teaching and Learning Unit), and identifying student and courses that present as "potentially at risk" in terms of student pass rates (e.g. providing schools and divisions with the course pass rates for investigation and engagement).

The Faculty's student success and support programme, the Road to Success Programme (RSP), is focused on both identifying problems and providing positive support in overcoming these. It serves first through fourth-

Calendar Instance Year	Undergraduate / Postgraduate	Program Type Description	Program Title	Qualified
2019	Postgraduate	Doctoral Degrees	Doctor of Philosophy	15
		Honours Degrees	Bachelor of Commerce with Honours	204
			Bachelor of Accounting Science with Honours	31
			Bachelor of Economic Science with Honours	23
		Master's Degree (Coursework)	CLM Master's Programmes (All Fields)	488
		Master's Degree (Research)	CLM Master's Programmes (All Fields)	16
		Postgraduate Diploma	Postgraduate Diploma in Management (All fields)	484
			Postgraduate Diploma in Specialised Accountancy	24
			Postgraduate Diploma in Taxation	22
			Postgraduate Diploma in Accountancy	266
			Postgraduate Diploma in Law	20
Total Postgraduate				1613
2019	Undergraduate	General Academic: Bachelor's Degree	Bachelor of Commerce	675
			Bachelor of Commerce (Accounting)	139
			Bachelor of Economic Science	21
		Professional: Bachelor's Degree	Bachelor of Accounting Science	283
			Bachelor of Laws	211
Total Undergraduate				1308
Grand Total				2921

Table 2.8.1 2019 postgraduate and undergraduate data

year CLM students, guiding their path to personal and academic success from registration to graduation. This is achieved through an integrated network of interventions, including group tutorials and one-on-one consultations with specially selected and trained RSP Success Tutors and. This is in addition to the advisors who coordinate the programme. The RSP aims to help students succeed by encouraging them to take responsibility for their own success, and can assist with the development of excellence skills (e.g. time management, study skills for university, note taking, and reflective practice), personal problems and concerns, food and toiletries, funding applications and academic advising. All students readmitted to CLM after being excluded on academic grounds are readmitted with conditions. These students are closely monitored and supported by the RSP and held to their readmission conditions. At the end of 2019, the RSP grew its advisor base from two to four.

The Faculty hopes to increase interest and publication in the SOTL (Scholarship of Teaching and Learning) research space, both within RSP and more broadly. Some research publications and book chapters authored in CLM are already focused in this area. Several academics in the faculty have completed (or are in the process of completing) Postgraduate Diplomas in Higher Education Studies and opportunities for professional development and SOTL publishing are on the increase.

School of Accountancy

The Wits School of Accountancy has a transformed student and staff body that continues to be a leading powerhouse on the African continent in the production of future accountants. The school maintains its influence in the market by producing graduates who are highly sought-after, through its quality teaching underpinned by an ethos of professionally relevant research. Wits School of Accountancy CTA graduates once again achieved

outstanding results in the Initial Test of Competence (ITC) professional examination set by the South African Institute of Chartered Accountants (SAICA). Wits CTA graduates have a long tradition of dominating the prestigious Top 10 positions, 2 of the Wits CTA graduates passed the ITC Examination with honours and are featured in the Top 10. The results of the examination written in January 2019 were released on 31 March 2019.

During 2017, the School of Accountancy launched a strategic partnership with the Association of Chartered Certified Accountants (ACCA) which culminated in a new postgraduate diploma in specialised accountancy. The programme commenced during 2018 with more than 40 students enrolled in 2019. The School will take advantage of capacity in this area to grow the number of postgraduate accounting students registering with the ACCA in the short-term. This programme is the first of its kind for a South African university and will facilitate local and international students to obtain an international chartered accountancy qualification that is recognised globally.

Despite its focus on professional training, the School has performed well in terms of its research output. It has contributed more than 20 points to the Faculty's research output over the last two years. There have also been improvements in terms of the number of staff engaged in research and the quality of the journals in which research is being published.

With the current economic struggle in South Africa the demand for basic amenities needed by students and the poorer community outside the university constantly grows. From language barriers, to shortage of funds for fees or food, there is need to assist students. The Social Responsibility Committee team spearheads charity initiatives to give back to students (future CA's) and the disadvantaged communities which they come from. Although the challenges are on-going, the Committee can be extremely proud of its gallant efforts in improving society.

The Committee's initiatives include, but are not limited to, (i) textbook drives; (ii) stationery drives; (iii); toiletry drives (including women's sanitary items); (iv); blanket and pillow drives; (v) food drives; (vi) University cleaners gift drives; orphanage gift drives. The School raises funds for these initiatives, leveraging on its relationships with various stakeholders, including firms in public practice, other corporations as well as staff members. In this way, the School has established a positive reputation from a social responsibility perspective, while at the same time increasing public awareness of the need to provide for those who are less fortunate, and in turn uniting stakeholders in community service.

In 2019, the Social responsibility Committee awarded a complete set of SAICA Handbooks to 50 students in need. Stationery and Toiletries are provided to students in need throughout the year. Stationery and toiletries are sponsored by Corporates. The blanket drive is a fundraiser where staff contribute. This is a very successful drive and we were able to provide more than a 100 students with blankets and warm water bottles yearly. The committee managed to also get students involved. The can drive is a drive where students contributes a can to a friend in need. This drive not only contribute food but it drives a very strong positive relationship between students and friends.

The School of Accountancy is continuously striving in assisting students in need and the HOS also has an open door policy where students in need have the privilege to get in touch with her for help.

School of Economic and Business Sciences

The School of Economic and Business Sciences (SEBS) has been a well-respected, multidisciplinary School focusing on teaching and learning, research and academic citizenship, offering both undergraduate and postgraduate programmes in the fields of economics, finance, human resources management and management, information systems, insurance and risk management, and marketing.

SEBS existed in its current configuration until 31 December 2019. On 30 November 2018, Council granted approval for the restructuring of SEBS into two schools, namely the School of Economics and Finance (SEF) and the School of Business Sciences (SBS). Council's decision was that the disciplines of economics and finance would constitute a new school (SEF), while the remainder of the disciplines (human resources management and management, information systems, insurance and risk management, and marketing) would continue in existing school (renamed SBS to avoid confusion between "Business Sciences" and Wits Business School").

SEBS concluded its lifecycle with a substantially enhanced research culture, enjoying exponential growth since 2014 and settling into a comfortable and sustainable plateau by the end of 2019. It also maintained a strong teaching and learning focus, with pass rates and throughput high, and students consistently excelling in competitions such as the annual Nedbank/Old Mutual Budget Speech Competition and the KPMG International Ideation Challenge. Several disciplines (most notably information systems and insurance and risk management) also maintain thriving industry advisory boards and strong industry linkages.

In addition to its teaching, research and administrative activities, SEBS was home to the following research programmes: the African Microeconomic

Research Umbrella (AMERU); the Institutions and Political Economy Group (IPEG); the Corporate Strategy and Industrial Development (CSID) Research Programme; the MacroFinancial Analysis Group; the interdisciplinary Strategic Foresight Research Group; and the Knowledge and Information Economics/Human Resources Research Agency (KIEHRA). SEBS also housed Findata@Wits, a comprehensive financial database used for research on financial markets. These arrangements will persist into the new structures.

As a high volume undergraduate teaching school, SEBS' engagement with society was largely conducted through its day to day teaching activities. SEBS also provided service to the wider faculty and university communities through a multitude of individual portfolios and committee memberships. Through this service, staff members contributed to the smooth functioning of the institution. SEBS staff also conducted individual outreach and citizenship activities, for example, editorship of and service on editorial boards of academic journals and work with various NGOs and charities, as well as serving as advisory board members and external examiners for other universities.

Wits School of Governance (WSG)

In 2019, the Wits School of Governance focused largely on improving students' experiences at the University. As the largest producer of postgraduate qualifications in our field, the School has further expanded its academic staff complement to help deliver our ambitious new curriculum, (designed it with the student experience primary in our mind) that includes fundamental (compulsory) courses, themed modules and seminar-style electives. It was important that students could select and tailor their own degrees and academic experiences. 2019 was 'learning by doing', as the challenges of hosting over 300 Master of Management students, in multiple modules and electives, became apparent. By 2020, the School's ways of dealing with the challenges of delivering the curriculum will have been met, and WSG will be on a very good course into the future.

The Postgraduate Diploma in Public Management, a fully online offering was approved by the Council on Higher Education. This means that students will soon be able to complete the entire PDM online - it includes weekly webinars and other interactive features and the credits if appropriate should allow successful candidates to segue into applying for the Masters course. This was first mooted in the school's Quinquennial Review (QQR) of 2016/7 and is now a reality.

WSG academics Alex Van den Heever and Murray Cairns received the Vice-Chancellor's Team Teaching Award. The duo was rewarded for pioneering high-quality online education in the Wits School of Governance. The School was selected to pilot an online postgraduate

diploma in public development management as part of the University's initial foray into full online learning. The success of the course was also dependent on the production of high quality, cost-efficient video recording and editing expertise and to this end, the duo negotiated a partnership with the Wits Film and Television department. They also succeeded in persuading a number of academic staff to convene full courses online, and/or to lecture or be interviewed online. The duo also reviewed the entire diploma and online offering themselves to ensure that it was of the highest quality and that it met the standards of the Centre for Higher Education and Training.

In 2019, the Master's programme was considerably over-subscribed, with demand at a very high level, which means competition for seats was tough.

Events/Engagement

The School continued to host a number of events in 2019. Some of them included a discussion with the Auditor General's office on the 2017-18 consolidated general report on local government audit outcomes. Dr Darlene Miller hosted a BRICs NIHSS/WSG Food Governance and Urban Food Gardening Seminar. She included young black youth from Khayelitsha who formulated new questions about young people (especially young men) in South Africa and their relationship to land, environment and food. The School also hosted the Harvard Centre for African Studies, which held a conference on the Africa-Asia partnerships in health and healthcare, delivery for women and youth.

One of our most celebrated events took place in September 2019, when the School launched their much-awaited book, *Governance and the Postcolony – Views from Africa*. The book, edited by the Head of School, Professor David Everatt, contains chapters from academics and students. Everatt elaborates on the impact of power and how governance is rarely explained in terms of power and the more prevalent this silence becomes, combined with endless calls for good governance, the less value the term connotes or contains. Research Director, Professor Pundy Pillay looked at the relationship between governance and development and notes the current paradigm (that poor countries are poor because of bad governance and wealthy countries are wealthy because of improved governance) is simplistic and lacks context because some countries improve at the expense of others. Academic Director, Dr Caryn Abrahams looked at food networks in Lusaka, noting that global regimes directly threaten food security in Zambia and observed that the poor do not need assistance but need to be able to get closer to the levers of power if they are to have impact.

The WSG was also very fortunate to have retired eminent professor from the University of London's

School of Oriental and African Studies, Ben Fine donate his extensive collection of books to Wits University (600 books plus major journal collections). He visited the campus to speak about his 50 years of scholarship and teaching as an academic economist. He also reflected on his engagement with South Africa in the era of the anti-apartheid struggle and in the post-apartheid era.

Wits Business School Strategy

2019 was a year of growth in many areas of our academic programmes. Four new programmes were launched in January, namely two Masters of Management degrees and two new Postgraduate Diplomas in the fields of Digital Business and Energy Leadership. This is a significant step forward for the school and puts WBS at the forefront of exciting new research and teaching. The school continued to seek stability after a tumultuous time of leadership change. Head of School Dr Sibusiso Sibisi announced his resignation in October almost two years after his appointment in January 2018, and in December Professor Jannie Rossouw, former director of SEBS, took over as Interim Director.

Academic Programmes

There were 50 full-time MBA students enrolled at WBS in 2019 and a total of 699 part-time MBA students (including the June intake modular cohort). This is a substantial rise in numbers of part-time MBA students from 345 students in 2018. The global trend towards more flexible, part-time study compelled WBS to take the decision to pause the full-time MBA programme in 2020.

The PDBA programme also saw a substantial increase in student enrolments, from 351 in 2018 to 490 in 2019, further confirming the trend towards part-time postgraduate study.

The specialist Master of Management (MM) programmes did exceptionally well in 2019 and remains a key differentiator for WBS. The MM in Innovation Studies attracted 42 students, up from 24 the previous year. The MM in Finance and Investment continued to enjoy high demand, growing from 49 students in 2018 to 112 students in 2019, and the MM in Entrepreneurship and New Venture Creation grew from 43 students in 2018 to 74 students in 2019. The Master's programmes in Business and Executive Coaching attracted 60 students, up from 24 students in 2018, and the MM in Strategic Marketing grew from 39 enrolments to 86 in 2019. There were 11 students in the Master of Management by Research programme, and a total of 123 PhD students were enrolled at WBS in 2019.

One of WBS's flagship programmes is the PDM, which remains popular with younger business students

and their employers. WBS enrolled 81 PDMs into the programme in 2019, slightly lower than 83 in 2018.

Four new academic programmes were launched in January 2019: the Master of Management in the field of Digital Business which attracted an inaugural cohort of 90 students, and the Master of Management in the field of Energy Leadership attracting 40 new students. The Postgraduate Diploma in Management in the field of Digital Business registered 77 new students, while the Postgraduate Diploma in Management in the field of Energy Leadership attracted an inaugural class of 27 students.

Research

In 2019, WBS academic staff produced a total of 41 accredited journal articles and papers that were presented at peer-review conferences, plus two book chapters. Efforts to extend and improve the research culture continued to bear fruit. The quality of research publications, as measured by impact factor, continued to improve. Over 90% of permanent academic staff hold doctorates, and five are NRF rated scholars.

The Chair in Digital Business and the African Centre for Energy Leadership continued to boost the School's research capabilities. In 2019, the Centre on African Philanthropy and Social Investment (CAPSI) took on two new visiting researchers, as well as 10 associate researchers.

The Case Centre completed 13 cases and one teaching note in 2019. These cases, along with the almost 300 cases that the Case Centre has written since its inception, provide a point of competitive advantage for WBS and enhance the teaching and learning experience in WBS classrooms. "Solar Turtle: Searching for the Game Changer", written in 2018 by Professor Boris Urban and case writer, Jabu Maphalala, was placed second in the 2019 Emerald Publishing/ Association of African Business Schools (AABS) case competition. This case has subsequently been published in the Emerald Emerging Markets Case Collection (EMCC), which is listed on Scopus. Teaching notes are currently being written for five of the cases written in 2019, which will enable authors to submit them for publication in the EMCC in 2020.

Public events

Wits Business School (WBS) positions itself as centre for discourse, debate and dialogue on issues facing the corporate sector across the African continent. As such, its events form a key role within the School in building its reputation as a thought leader within its stakeholder groups.

In 2019, WBS held 21 public events. These were delivered through a variety of lectures, panel discussions, 'in conversation with' events and breakfast debates.

Topics included: Climbing the Corporate Ladder in Heels; Deloitte Tech Trends 2019 and How to See into the Future – Innovation, Human Inclinations & the Fourth Industrial Revolution.

Conferences

WBS played host to several international academic conferences in 2019. Each conference attracted academics, practitioners and consultants from around the world who came together to address issues such as finance and economics in the global south, philanthropy in Africa, disaster management in the SADC region and best global best practice in research methodologies. The conferences were:

- The 2019 European Conference on Research Methodology for Business and Management Studies in June;
- African Review of Economics and Finance Conference in August; and
- African Philanthropy Conference in May.

Energy Seminars

Together with our corporate partner, FTI Consulting, the African Energy Leadership Centre (AELC) at WBS hosted three 'energy' seminars in 2019. These were:

- Implications of the Liquefied Natural Gas investment decisions in Mozambique;
- Carbon taxes on fuels start in June. *Do they make sense?*; and
- Lighting up Africa.

This partnership has continued into 2020 and aims to deliver four energy seminars relevant to the energy sector in Africa.

CAPSI Events

In 2019, the Centre for African Philanthropy and Social Investment (CAPSI) at WBS hosted three events:

- In May, CAPSI hosted an African Philanthropy conference at WBS;
- In partnership with the Graça Machel Trust and the Mandela Institute for Development studies, CAPSI hosted a public dialogue titled: Disaster Management and Mitigation – The aftermath of cyclone Idai in July 2019; and
- On 7 November, CAPSI hosted a gala dinner at The Origins Centre at Wits. Titled, "Africaness for the Africa we want," the event was attended by number

of ambassadors, top African businesspersons, academics from across the continent and United Nations global ambassador, Yvonne Chaka Chaka.

Dinners

In order to celebrate its 50th Anniversary that took place in 2018, WBS hosted a gala dinner in early 2019 for its stakeholders. Alumni, clients, media and friends of WBS were invited to a high-end evening at the Johannesburg Country Club, with Judy Dlamini as keynote. Attending guests included the likes of Wendy Luhabe, Paul Ballen, Siswe Nxasana, Lin Songtian and Isaac Shongwe.

In September 2019, WBS sponsored the Employee Engagement Awards Africa Conference and Exhibition, which took place at Wanderers. The event culminated in a gala dinner and awards ceremony attended by WBS staff.

Community outreach

In support Mandela Day, several WBS staff members spent their '67 minutes' at the MES Shelter in Hillbrow, volunteering with over 115 pre-school children from the area.

On Women's Day, WBS showcased a series of short documentaries highlighting numerous plights that face of women and girl children daily. The screenings were followed by a lunch hosted by Olives and Plates.

WBS hosted three blood drives with SANBS in 2019.

In addition to the above events, each year WBS attends select conferences and exhibitions for marketing and promotional purposes, most notably Leaderex, which takes place in Sandton every year.

Public events, lectures, sponsorships, outreach and conferences will continue to be a significant part of the WBS brand and its positioning for the foreseeable future.

School of Law

The Oliver Schreiner School of Law was established in 1922. It has built a reputation as a premier centre for legal education and is renowned for excellence in teaching and research, for the many achievements of its academic staff, and for the quality of its students. Graduates of the School of Law have made their mark in law, commerce, human rights and scholarship all over the world. The Wits School of Law is an institution dedicated to excellence in scholarship, research and the education of future generations of legal practitioners and judges.

The School's LLM programme continues to be a flagship degree attracting newly graduated lawyers and experienced practitioners alike, while our PhD programme draws scholars from across Africa. The School is particularly proud of its innovative Writing Centre which offers support in research and writing

for all its undergraduate and postgraduate students, as well as the Law Clinic which serves as a model for Law Clinics across the country. The Centre for Applied Legal Studies (CALs) continues its long tradition of cutting edge human rights research, advocacy and litigation.

The School's academic staff publish in a variety of top local and international journals with the annual output consistently increasing. In 2019 the following staff were awarded NRF Ratings:

- Professor Lilian Chenwi attained a B2 NRF rating;
- Associate Professor Bonita Meyersfeld attained a C1 NRF rating;
- Associate Professor Ntombizozuko Dyani-Mhango attained C3 NRF rating; and
- Associate Professor Franziska Sucker attained a Y1 NRF rating.

In total the School of Law attained 78.61 research units in its 2018 research cycle. This was one of the highest number of units attained by the School.

Several colleagues from the School engaged in various interactions the International Institute of Social Studies (ISS) on of the School's partner institutions in The Hague. Dr. Meryl du Plessis, delivered a seminar and engaged with faculty at the ISS. Ms. Karmini Pillay, Ms. Charmika Samaradiwakera-Wijesundara and Dr. Sanele Sibanda participated in PhD Research School organised and hosted by the ISS. Prof. Deeksha Bhana delivered two seminars and interacted with faculty at ISS and Erasmus School of Law (Rotterdam).

The School's SARCHI Chair in Equality, Law and Social Justice co-hosted an international conference at the University of the West Indies, Mona Campus, Jamaica. The conference entitled Challenging Fundamentalisms? Ideology, Public Policy, Law and Gender Equality. Taking place in February 2019, the conference was hosted in conjunction with the Faculty of Law, University of the West Indies, Mona Campus, Jamaica; Getulio Vargas Foundation School of Law, Sao Paulo, Brazil; Oxford Human Rights Hub Oxford University, United Kingdom; and Universidad de Los Andes, Colombia.

In March the School hosted an "Urban Law Day". This event was co-hosted by School of Law and the UN-Habitat Urban Legislation Unit. The theme for the event, which was organised by the Law School's

professor Marius Pieterse, was "Law, the New Urban Agenda and Sustainable Cities". The idea for the day was to reflect on the readiness of various aspects of domestic legal and constitutional systems in Sub-Saharan Africa for the effective implementation of UN Sustainable Development Goal ('SDG') 11 (which calls for safe, sustainable, resilient and inclusive cities) and the associated commitments in the UN New Urban Agenda ('NUA').

In September, the School organised and hosted a full-day Symposium in Honour of Justice Edwin Cameron at the Law School's Chalsty Centre after his retirement from the Constitutional Court. The Symposium in Honour of Justice Edwin Cameron included three panels that interrogated aspects of Justice Cameron's legacy. Holding to Account: activism, LGBTQIA+ and AIDS saw presentations on the plight of LGBTQIA+ African refugees and the current state of South African AIDS activism. The second panel of the day was "Social justice for whom?." A critical look at civil society organisations focused on debates over issues of harassment, burnout and working with partners within the community as public law organisations. The final panel of the day focused on the critical jurisprudence of Justice Cameron.

Justice Cameron closed the symposium by highlighting the work of putting the right laws in place post 1994, whilst highlighting the present day gap between laws and reality. The Symposium was followed by alumni cocktail function hosted by Redi Tlhabi and Head of the School of Law.

In October, the School of Law in collaboration with the Centre for Applied Legal Studies (CALs) hosted a masterclass seminar with two leading experts in decolonisation theory, Professor Boaventura de Sousa Santos and Professor Mogobe Ramose and was facilitated by Professor Tshepo Madlingozii, Director of CALs.

The Wits School of Law hosted a Law Alumni Summer Social in December. Graduates from the 1950s to 2010s joined together to celebrate memories from their time at the School. Guests were entertained by a Wits student jazz bands and Head of School, Wesahl Domingo, updated alumni on recent School achievements.





CHAMBER OF MINES BUILDING
FACULTY OF ENGINEERING

TO EAST CAMPUS



REPORT

of the Dean - Faculty of Engineering and the Built Environment



Professor Ian Jandrell

The Faculty of Engineering and the Built Environment has a dual role: to produce graduate professionals in Engineering and the Built Environment disciplines, and to undertake research with a view to creating knowledge that has a positive impact positively on society.

The production of graduate professionals is funded largely by first and second stream income, whereas the research agenda is funded largely by third stream income – an indication of the relevance of the faculty's work to industry.

The Faculty is home to seven Schools: two (Architecture and Planning and Construction Economics and Management) are in the Built Environment; and the other five in the core Engineering disciplines (Chemical and Metallurgical Engineering, Civil and Environmental Engineering, Electrical and Information Engineering, Mechanical, Industrial and Aeronautical Engineering and Mining Engineering). It is also home to a number of Centres, described below. It also hosts two of the University's 21st Century Institutes, these being the Wits Mining Institute, and the Wits Cities Institute.

Academically there have been a number of significant developments during the year under review, the most notable being the rolling out of a Common first-year for all of the Engineering disciplines. What was particularly exciting about this development was that it required complete re-curriculation of all of the programmes, and this process involved staff, students, as well as industrial experts.

Whereas this renewal impacted all of the Engineering Schools, it in particular resulted in the development of a digitally transformed 21st century curriculum in Mining Engineering, taking the programme to a position of world leadership in undergraduate education. This aspect of 2019 will be a special focus of this report, as it touches on teaching and learning activities far more broadly.

All nine of the Engineering programmes offered in the faculty are fully accredited by the Engineering Council of South Africa, and all of the programmes in the Built Environment are fully accredited by the various national and international bodies. It is therefore important to note that quality, internationally-benchmarked undergraduate education remains a cornerstone of the Faculty.

This report will also focus on research achievements, highlight a few Institute and Centre activities, and then review progress made, with a special focus on activity in the Wits Mining Institute. The Faculty views the Centres and Institutes as a key means of engaging our industry, our society, and other institutions. The report will conclude with some highlights relating to undergraduate teaching, in particular around the issue of re-curriculation and collaborations with other institutions.

Research

The Faculty of Engineering and the Built Environment (FEBE) has long seen itself as a research-centered faculty where high quality research and scholarship permeate teaching and learning at all levels. Indeed, with staff and postgraduate research students from across the globe, the Faculty has a wealth of international experts working together to solve some of the major problems facing society today. FEBE takes great pride in its research achievements. There is no doubt that the continued rise in research publications and quality will help in raising the profile of the Faculty locally and internationally.

The Faculty has four DST/NRF SARChI research chairs. Three of these Chairs are hosted in the School of Chemical and Metallurgical Engineering: (1) Clean Coal Technology (Dr Samson Bada - Acting); (2) Sustainable Process Engineering (Professor Thokozani Majosi), and

(3) Hydrometallurgy and Sustainable Development (Professor Sehliselo Ndlovu). The fourth research Chair in Spatial Analysis and City Planning (Professor Philip Harrison) is hosted in the School of Architecture and Planning.

The Faculty has been working with the Research Office and the NRF to appoint a substantive Chair in the Clean Coal Technology area during the period under review.

The Faculty is home to six research centres, these being: (1) the National Aerospace Centre (NAC); (2) the Centre for Urban and Built Environment Studies (CUBES); (3) the Centre in High Voltage Engineering and (4) Specialisation Centre for Combustion Engineering (both allied to the Eskom Electric Power Plant Engineering Institute); and (5) the Centre in Water Research and Development (CiWaRD) and (6) the Department of Science and Technology (DST)/NRF Centre of Excellence in Strong Materials (CoE-SM) (both also partially housed in the Faculty of Science).

During 2019, the CoE-SM has become the core of the African Research Universities Alliance (ARUA) Centre of Excellence in Materials, Energy and Nanotechnology (CoE-MEN).

The Faculty further houses the two 21st Century institutes mentioned above, these being the Wits Cities Institute (WCI), and Wits Mining Institute (WMI). The WMI hosts a number of themed laboratories, namely: (1) the Lab for Mechanised Mining Systems (CMMS); (2) the Lab for Sustainability in Mining and Industry (CSMI); (3) The Joint International Research Laboratory of China-Africa Mining Geospatial Informatics; and (4) The Sibanye-Stillwater Digital Mining Laboratory (DigiMine).

A number of other funded research units include the Joburg Centre for Software Engineering (JCSE), and the Transnet Centre for Systems Engineering (TCSE) and the Transnet Matlafatšo Centre (TMC). The Faculty is also closely linked to the Wits Incubator and the IBM Laboratory, both of which are located in the Tshimologong Precinct in Braamfontein, where the JCSE is also housed.

With regard to the postgraduate degree offering, there has been no change, although there has been a significant growth in part-time and online offerings. An example of this is the Postgraduate Diploma in Property Studies, which has become very popular and was used as a pilot online offering in the Faculty.

One measure of research productivity is the number of verified research output units based on publications. During the year in review the total number of verified units has remained above 230 (this applying to both 2017 and 2018), an increase from less than 200 in 2016.

What has been particularly encouraging about the growth in research productivity has been the effectiveness of the Faculty focus on accredited journal publications.

In this regard, there has been a consistent rise in the number of research output units attributable to refereed journal publications, from 100 units in 2015, to over 160 units in 2018. This trend is being encouraged.

During 2019, the journal output rose by more than 14% from the previous year.

This growth in journal research output has been accompanied by a consistent growth in postgraduate numbers, rising from 1864 in 2015 to 2272 in both 2018 and 2019. This has been a remarkable growth trajectory. A number of Honours programmes have been developed in the Built Environment disciplines, and these numbers do include those cohorts. Notwithstanding, with these excluded, the number was more than 2400.

Graduations at postgraduate level have also shown a pleasing trend. The number of students who qualified during the period under review was as follows: Master's degree (MSc) by coursework and research 279 (against 218 in the previous period); (MSc) by dissertation 81 (against 50 in the previous period); and PhD 23 (against 32 in the previous period).

Although there is no doubt that the prevailing economic condition in the country has affected research funding, it is nevertheless heartening to note that the Faculty successfully secured external funding that was 7.8% higher than in the previous year. A significant portion of this funding is associated with the Institutes and the Centers housed in the faculty. External funding, including funding from state agencies, is flagged as a risk that may affect research going forward.

Through its Centres and Institutes, the Faculty has actively been encouraging multi- and trans-disciplinary work. Considering the top 10 research areas in the Faculty, it is not surprising to see that researchers involved with 'engineering related' fields (27.6%) produced most of the published research outputs; followed by environmental science and ecology (16.1%), materials science (14.1%), metallurgical engineering (12.1) and mining related activities (11.6%). Previously, engineering related publications contributed more than half of the publications, for example, in 2017 (64.3%), and 2016 (73.5%).

This change in research areas, despite the large number of engineering related schools, can be attributed to the involvement of researchers in these multi- cross and trans-disciplinary fields within and outside the faculty. It is noteworthy, however, that in schools allied to the Built Environment, namely as the School of Architecture and Planning and the School of Construction Economic and Management, social-science-oriented work is common and is often sole-authored (rather than the multiple authorship typical in engineering and science disciplines). This is likely a reason for fewer publications in social science research areas such as development studies.

A useful example of the multi and trans-disciplinary research entities that we have been developing is the WMI. In particular, the DigiMine Laboratory has become a nexus for researchers from across the University. This Institute has registered postgraduate students working in it that originate from all five Faculties, these being Engineering and the Built Environment; Health Sciences; Commerce, Law and Management; Humanities and Science.

DigiMine has become a significant attraction, both to the University and Industry. More importantly, DigiMine gives a glimpse of what future mining will look like. During 2019, the Faculty has had visits on an almost weekly basis, and the Annual DigiMine Seminar has become a sought-after event.

Some of the key visits that were hosted were from the Wits Top 100 Applicants; The Education Advisory Committee of the Minerals Council of South Africa; Embassy staff of Australia, Peru, Israel, Guyana and China; the Chief Inspector of Mines and his executive team and the CEO of the Mine Health and Safety Council. The Institute was also visited by learners participating in the Johannesburg Central Region of the Eskom Expo for Young Scientists, and hosted the Sibanye-Stillwater Executive (International) Team for a Board meeting.

This is a significant example of how active research spaces can be productively used to engage society, and furthermore, to grow an interest in the work being done at our Universities.

The WMI is wholly industry-funded entity, and during 2019 all of the DigiMine infrastructure and installations were completed. Currently there is a total number of 13 installed functional digital systems that are representative of the leading mining industry practices today. Of these, the Sterkfontein Caves installation is particularly interesting as it allows remote monitoring of numerous variables in that environment, typical and precisely of what will be needed to ensure improved mine safety, where digitalisation and big data will pervade this aspect of the industry.

Whereas a number of strategies to actively grow and enrich research in the Faculty are underway, the Faculty is also in the planning and implementation phases to grow and develop postgraduate research space and facilities in order to focus on impactful research, in many cases working closely with industry.

It is pertinent to note that the initial emphasis will be placed on shared facilities between the two Built Environment Schools, where a clear need in postgraduate training and research has been identified, not just in South Africa, but continentally. This is being driven largely by the social challenges related to the migration into cities across the continent.

Teaching and Learning

In 2019, the Engineering Common First Year (CFY) programme was launched, housed and coordinated by the Faculty Academic Development Unit (ADU). The ADU has developed significant experience in provision of holistic student support ranging from academic support through blended learning, development and use of interactive teaching technology and, curriculum development to development and running of Eco-social and Psycho-social student support programs within the faculty. Through collaboration with staff, Schools and the ADU, the Faculty was able to introduce and enhance a number of teaching and learning activities.

During 2019, the CFY teaching and learning structure allowed the effective use and/or wider use of online learning resources, for example, video-recorded lecture material and complex tutorial questions as well as MOOCs, use of interactive teaching technology (H-iTT Clickers) and running of on-line assessments.

These initiatives were introduced with the primary aim of improving access to learning resources. The programme also had a computer lab dedicated to first year students to facilitate access to on-line resources.

The coordination of the CFY programme within the ADU allowed for improved sequencing of submission dates for reports, assignments and other assessments, preventing overloading of students due to the difficulty of proper coordination of the 10 different courses taken by each student, including from the Faculties of Science and Humanities.

Another innovation was the introduction of a Test Week per semester (just after the mid-semester study break) during which time there were no classes/labs/assignments submissions/tutorials, but a full schedule of tests. The courses housed within the Faculty of Engineering and the Built Environment are design and problem-solving focused, and evaluated through continuous assessment, in line with current best practice in tertiary education.

Previously it has been reported how the Faculty made use of the opportunities provided by Wits Plus (the part time studies division) to enhance the learning experience. This is ongoing, but has been further strengthened by the introduction of well-structured Faculty School camps (intensive learning opportunities in selected subjects). The CFY structure and curriculum allowed for better planning of these, and access to them during the mid-semester breaks. During 2019, more than 600 students attended the Faculty School camps. The camps provide a platform for flipped classroom approach and guided revision sessions where students engage with academic content in groups, facilitating peer and interactive learning.

Staff from all of the Engineering Schools in the Faculty participated in the programme, exposing the students to all branches of Engineering and how they are all inter-linked as well as the roles they play in developing South Africa. The curriculum was specifically developed to expose the students to the role of the Engineer in a South African context.

Students were also meaningfully exposed to multi-disciplinary projects in their design courses that required them to work in groups from different Engineering disciplines, capitalising on their different strengths in solving problems.

Overall, although there were challenges during the year and a lot was learned, the 2019 CFY program was successful, with 10 of the 14 courses taken by students having pass rates of above 70% (of which 5 had pass rates above 90%).

Overall, 2019 was a year of innovation and progress in Research as well as in Teaching and Learning.



WITS
UNIVERSITY



Parktown Health Sciences Campus
Faculty of Health Sciences



Pratandela Pledge - tending the way

Guided by the values and goals enshrined in WITS Africa's Constitutions and the foundational values of the University of the Witwatersrand, and the Faculty of Health Sciences, we commit ourselves to uphold the following:

- Uphold equality, diversity and justice
- Uphold the human right to dignity and equality of value
- Uphold health professional practice
- Uphold our governance as well as our own and colleagues' conduct

By demonstrating a transformative spirit through the following:

- Building a faculty team of all levels of education and of disciplines
- Upholding an ethical academic environment where values and professional practice count
- Upholding an enabling culture that inspires and nurtures academic excellence
- Developing a new generation of African health professionals of South African society who not only advance the improvement of the lives of all South Africans
- Upholding an international stakeholder relationship
- Promoting excellence in research and teaching with high standards for quality, leadership and innovation and working in partnership with leading institutions which exemplify the concept of learning and teaching
- Upholding that the research interests be the focus of the curriculum and of educational design and delivery
- Upholding of individuals who are new to the Faculty or their own institutions to the Faculty and ensuring that we do not let down our responsibilities
- Upholding our engagement with our partners in government, academia and other stakeholders to ensure the best of interest, health and promotion of health professionals
- Upholding a commitment to public health, research and practice, and to the demographic profile of all South Africans, while a vibrant and Faculty and University partner

Learn from our past, shaping our future

REPORT

of the Dean - Faculty of Health Sciences



Professor Martin Veller

The Faculty of Health Sciences is committed to providing excellence in service, teaching and research. It continues to build on its reputation for training and developing competent and exceptional health care professionals at undergraduate and postgraduate level for the local and global landscape.

The Faculty houses seven Schools: (Anatomical Sciences; Clinical Medicine; Oral Health Sciences; Pathology; Physiology; Public Health and Therapeutic Sciences). Several Centres are located within the Schools: the Centre for Health policy in the School of Public Health; the Centre for Exercise, Science and Sports Medicine in the School of Therapeutic Sciences; the Steve Biko Centre for Bioethics, and the Centre for Rural Health in the School of Clinical Medicine. A recent inclusion to this suite is the Wits Initiative for Sports and Health (WISH) in the School of Therapeutic Sciences.

Approximately 3083, fulltime and temporary, academic and professional and administrative support (PAS) staff support the teaching and research programmes in the Faculty. Of this, 2437 are joint staff that are based in the Schools of Clinical Medicine, Oral Health Sciences, Pathology, Public Health and Therapeutic Sciences and have a dual employment status either with the Gauteng Department of Health or the National Health Laboratory services.

Clinical students in the Faculty train in a number of public hospitals: the Charlotte Maxeke Johannesburg Academic Hospital, the Chris Hani Baragwanath Academic Hospital, the Rahima Moosa Mother and Child Hospital and the Hellen Joseph Academic Hospital. Given the quadruple burden of disease profile of South Africa, Wits students have the opportunity to train in an environment where a variety of chronic conditions as well as injury and trauma present, often inpatients from difficult socio economic situations.

With the introduction of the Nelson Mandela Fidel CASTRO (NMFC) Medical Training Programme the Wits clinical training platform had expanded to a further 38 sites. These sites are distributed in Gauteng (Johannesburg Metro, Ekurhuleni, Sedibeng and West Rand) and North West Province (Kenneth Kaunda District) and comprise of regional hospitals, district hospitals and community health care centres.

More than 700 medical students returned nationally from Cuba in July 2018, to begin their 18-month integration training period with local Faculties of Health Sciences. The largest group of 150 students were hosted by the Wits School of Clinical Medicine. Each of the five academic health complexes across the training platform trained 30 students. Close collaboration between Wits and the Department of Health is crucial to prioritise academic governance at each facility for this programme. Working together, the emphasis is placed on integrating both the learning and assessment with service delivery for each of these students. The curriculum focuses on the students' clinical, procedural and communication-related competencies being of the standard expected by Wits to thrive in internship.

Over 80% of this cohort of students successfully completed their training in December 2019. All of them subsequently completed the Cuban National Exam, before entering the internship programme in January this year. All students and clinicians partner with the Clinical Educators, a new and highly-valued Wits employed group of clinical faculty members who dedicate specific attention to any student struggling with the integration programme.

The second cohort arrived in mid-2019, and their training is well underway. The Faculty therefore looks forward to another large group of successful graduates contributing to the healthcare of our communities next year.

The Wits Donald Gordon Medical Centre and the Wits Health Consortium further contribute significantly to the teaching and research agenda of the Faculty.

The Wits Donald Gordon Medical Centre (WDGMC) is the first and only private teaching hospital in South Africa, offering specialist and sub-specialist training, thereby contributing to the University's academic teaching hospital platform. The WDGMC is home to 27 clinical departments ranging from anesthesiology to urology; six highly specialized units, including a transplant unit; and eight allied medical departments, including a cochlear implant centre.

In 2019, the Transplant Unit made international news for performing the World's first living donor liver transplantation from a HIV-positive mother to her uninfected baby. The team was awarded the 2019 Vice Chancellor's Transformation Award.

The Wits Health Consortium (Pty) Limited (WHC) is wholly owned by the University and was established to serve as a legal entity through which the University, and primarily the Faculty of Health Sciences, can conduct contract or sponsored research, entrepreneurial or commercial activities, philanthropic funding activities and services including clinical services. The primary role of WHC is to provide the governance, legal framework, human resource management, financial and grant management services for the research entities linked to the Academic Departments of the Faculty of Health Sciences.

Management of pharmaceutical clinical trials is an important income stream to the Wits Health Consortium. This engagement is encouraged, as academic institutions have resources and skills that, if applied to societal concerns in a coordinated and responsible manner, can contribute to the public good and the solving of problems of local and global concern, whilst helping students and academics to gain a better understanding of the link between theory and practice.

For the year under review WHC once again had a very successful year. In 2019, WHC managed income totaling R2.6bn (2018: R2.1bn). This is made up of over 113 syndicates with a total of 700 separate contracts annually. WHC had in its employ 4451 staff members at the end of December 2019, with 4203 employees hired in syndicate specific activities and 248 in the WHC Shared services Centre.

Another exciting initiative is a joint venture concluded with Lancet to provide laboratory services to the Wits Donald Gordon Medical Centre (WDGMC). In addition, this partnership delivers complex diagnostic services to the Transplant programme at WDGMC. Revenues generated from this joint venture helps strengthen academic programmes in the School of Pathology and compliments lab medicine postgraduate training.

For the 2019 fiscal year, some significant highlights include a drive to improve efficiencies by introducing a centralised payment process and electronic payment voucher system. The Faculty also proudly hosted a "Women in Research" day, showcasing some of the country's most prolific female scientists, clinicians and leaders. This was done with the aim of encouraging more women to pursue a career in research and science, a field which has been traditionally dominated by men. The attendees were inspired by the women in research, who are making a difference every day by improving lives and health outcomes.

Teaching and learning

Teaching, learning and undergraduate affairs in the Faculty is coordinated through the Office of Teaching and Learning, focusing on two main areas: student development and success, and health sciences education with an emphasis on teacher and academic programme development. Integral to both, is the generation of data to determine the types of support, interventions and initiatives that are needed and being used, to provide evidence of improvement in student success and the advancement of education practices.

In 2019, the Office of Student Success (OSS), formerly known as the Office of Student Support undertook a strategic rebranding exercise to align itself with The Wits Institutional Framework for Student Success that highlights the importance of higher education and student success – in general, far too few students achieve success in minimum time and complete their qualifications. In the majority of undergraduate degrees in the health sciences, just over 50% of students in the 2016 and 2017 cohort completed their 4- and 3- year degrees in minimum time.

The OSS uses a holistic, student-informed approach to address a variety of student needs and plays an important role in ensuring that health science students gain an affirming, inclusive, meaningful and successful learning experience at Wits. It creates an enabling milieu for the holistic development and wellbeing of students, continuously looking for opportunities to innovate, support and promote their academic success through the provision of academic advising, therapy services and advocacy.

Towards the end of 2019, the OSS put in a funding application to the Anglo American Chairman's Fund – administered by Tshikululu Social Investments, for a comprehensive Student Wellness Project in the Faculty of Health Sciences that is due to start on 1 April 2020. Other grants in the Office of Teaching and Learning has made it possible, to create learning and development opportunities that would broaden students' suite of competencies as health professionals. The second tranche of the University Capacity Development Grant (UCDG) has enabled us to strengthen interprofessional competencies among undergraduate health science students as part of broader Faculty initiatives in interprofessional learning, and to develop the mentoring capabilities of student leadership within the Faculty. In July 2019, a Mentoring Training Camp was facilitated for 34 senior student leaders at Konka in the Magaliesberg. Students reported that mentorship is important for student success and mental wellbeing in that it offers them and their peers the support needed to achieve academic and personal goals. Amongst a myriad other benefits, mentoring teaches students to work collaboratively and value teamwork skills required for the world of work with other professionals.

A further student development opportunity that the Faculty participates in, is in partnership with the Educational Commission for Foreign Medical Graduates (ECFMG) that co-funds student medical electives in Africa. GEMx, a service arm of ECFMG facilitates the programme to enhance global exposure for African medical and health professional students through short term electives using the south to south (regional mobility) model. The usual exchange happens with the Makerere University College of Health Sciences (Uganda), the University of Malawi, College of Medicine (Malawi) and the University of Rwanda College of Medicine and Health Sciences (Rwanda). In 2019, the Faculty sent two medical students to Malawi due to diplomatic restrictions imposed in others; in exchange, the Faculty hosted four students, two each from Malawi and Ethiopia. Overall, the South-to-South exchange programme has had its highest number, 94 elective students, in 2019.

The students' reports mention that through transformative educational experiences they gain new skills and knowledge that are applicable for them "back home"; enhanced professional résumé; improved communication skills; appreciating the differences that exist; making career choices for the future, and becoming advocates in the various disciplines they were exposed to.

Consolidating its role in keeping health sciences academics at the cutting edge of educational advances, the Centre of Health Sciences Education (CHSE) offered a series of workshops during 2019, tailored to meet the curriculum development, personal development and

digital technology needs of academics. This included the hosting of the Annual Teaching and Learning Symposium, which took place in May 2019 with the theme "Exploring 21st century learning needs in the health sciences". Professor Steven Durning from the Uniformed Services University in Bethesda, Maryland was the guest scholar.

The CHSE is also responsible for driving the Faculty IPL initiatives, embedding its principles and practices within all its professional degree programmes. The current roll-out of IPL has proven to be very resource intensive and not authentic, the development of a longitudinal programme for Faculty IPL, which would be more integrated within existing curricula, was prioritised in 2019. To this end, the expertise of Dr Glenda Eoyang from the Human System Dynamics Institute in the USA, was enlisted to assist with this undertaking. The expertise of the HSD institute lies in designing programmes that allow systems to adapt when conditions change. Following several work sessions via Zoom conference in 2019 with the existing IPL representatives from each professional degree, the plan is to invite Dr Eoyang to the Faculty in February 2020. The aim is to produce an efficient and fit-for-purpose IPL system for introduction in 2021.

The Faculty has had several new academic developments approved and undertook major re-curriculumation of its Bachelor of Nursing and Bachelor of Dental Science degrees in 2019. All degrees are carefully monitored for quality, relevance and fitness for purpose, with some degrees already employing sophisticated techniques to achieve this. Following the purchase in 2018 of a license for the web-based curriculum mapping tool, LOOOP (Learning Opportunities, Objectives and Outcome Platform), a LOOOP management team that represents the three professional Schools in the Faculty and the CHSE, was formed in January 2019. A timeline for rollout in the Faculty and outcomes (level/yearly and exit-level) for each course were developed during 2019. Course outcomes were sent to Charite in Germany for loading, however, the implementation was delayed by technical difficulties in loading the Wits course structures. The aim is to be able to register all Wits users in January 2020, for course content loading to commence then and to offer regular training of academics in the use of this system.

An important mark of educational advancement in the Faculty, is the online teaching and learning capability and uptake of its staff and students. A significant amount of training to improve the digital literacy skills of academics has taken place in 2019 through the CHSE and the eZone, this has contributed to a higher proportion of health science academics having some of their courses online on either Moodle or Wits-e/Sakai. There is ongoing development of online modules for the health systems sciences track of the BHSc and with

postgraduate modules in family medicine, anesthesia and psychiatry. The Faculty made significant progress in the approval and development of a fully online PGDip in Tropical Medicine and have submitted proposals for an online track of the BSc in Nursing Systems Sciences.

A noteworthy and novel educational development is the DotDr mobile app, developed in 2019 by the Unit for Undergraduate Medical Education, in collaboration with the Department of Family Medicine and the CHSE for the workplace-based assessment of GEMP III and IV students during their clinical rotations. The app, which can be downloaded on cellphones of students and clinicians in the wards, was piloted at the Helen Joseph Hospital in September 2019, the largest obstacle to implementation being the lack of WiFi in some geographical locations. The app is designed to store information until a WiFi source is available; however, this reduces the “real-time” advantage of using the tool in the ward. Faculty development will be rolled out across the clinical platform in 2020, before widespread usage can be achieved.

All things considered, the Faculty has made good strides towards achieving its teaching and learning goals and instilling the competencies required for future health professionals.

Research

The Faculty celebrated 100 years of teaching excellence in 2019. In tandem with this milestone was the indelible impact made by researchers and academics within the Faculty in the pursuit of research excellence.

During 2019, based on the Academic Ranking of World Universities ShanghaiRanking's Global Ranking of Academic Subjects 2019, the Faculty was ranked 51-75 in Public Health, and 51-75 in Clinical Medicine. During this time, Faculty researchers were awarded research and implementation grants to a value of approximately ZAR 2.2 billion, further evidence of the research excellence and international standing of the Faculty researchers.

The 2019 Global Highly cited researchers list featured Professor Frederick Raal, Professor Lynn Morris and Professor Marie Louise Newell. The Web of Science Group, a Clarivate Analytics company identifies scientists and social scientists that produced multiple papers ranking in the top 1% by citations for their field and year of publication, demonstrating significant research influence among their peers.

As a research-intensive Faculty, we are driven to provide answers to some of the world's most challenging health issues. In response to this, during the period of January to December 2019, the Faculty celebrated a number of significant research and career achievements, some of which are highlighted below:

Young and emerging researchers and leaders

Dr Shakira Choonara (School of Public Health) was among eight young leaders from across Africa appointed to the inaugural African Union (AU) Youth Advisory Council.

Teurai Rwafa, a SARCHi PhD Research Fellow in the Centre for Health Policy, Wits School of Public Health, won the Best Oral Presentation at the 2019 Public Health Association of South Africa (PHASA) Conference in Cape Town in September. Rwafa won the same award in 2018.

Ten Health Sciences Witsies were named amongst the Top 200 Young South Africans as part of the Mail and Guardian's annual awards.

Women in Science

Dr Paula Barnard-Ashton was part of 50 South African women named under the 2019 #InspiringFiftySA, which celebrate South African women in Science, Technology, Engineering and Mathematics (STEM). Barnard-Ashton is Senior Lecturer and Manager of the School of Therapeutic Sciences eFundanathi Team. Her research interests are in the role that technology plays in the teaching and learning process in higher education.

Professor Michèle Ramsay was awarded the Apex Award at 2019 SAWiSA in the category Distinguished Women Researchers: Natural (Physical and Life) and Engineering Sciences. Ramsay, a Professor in human genetics and Director of the Sydney Brenner Institute for Molecular Bioscience at Wits has had a distinguished career over almost 30 years as a scientist, showing sustained excellence in research. She has published over 160 articles in high-quality publications, attracting some 3 000 citations.

Significant Research Publications

Wits-associated scientists were part of an international team that published research suggesting a cure for HIV. Scientists found no rebound of HIV in two patients who stopped taking their HIV medication after they received stem cell transplants for a hematological [blood] disease. Both patients underwent stem cell transplantation as part of their cancer treatment.

The Wits Reproductive Health and HIV Institute and partners have presented evidence for a shift to dolutegravir-containing antiretroviral treatment in SA. The South African study shows that dolutegravir-containing regimens perform as well as the current efavirenz-containing one used for first-line antiretroviral treatment (ART) in South Africa and most of Africa. These data are important in showing how dolutegravir and a new form of tenofovir (called tenofovir alafenamide - TAF) perform in African populations, and in providing the scientific backing for the move to dolutegravir-containing regimens from efavirenz-containing ones worldwide.

Professor Shabir Madhi, the Director of the Medical Research Council Respiratory and Meningeal Pathogens Research Unit (RMPRU), led a pilot study to evaluate the effectiveness of MITS in determining the cause of stillbirths in South African women.

Professors Alex C Ezeh in Public Health and Max Petzold were the most highly cited researchers for 2019 in the Faculty.

Research highlights

The Wits Reproductive Health and HIV Institute will evaluate the impact of HPV vaccine schedules on the prevalence of this virus on SA adolescent girls. The study by the Wits Reproductive Health and HIV Institute (Wits RHI), and the first of its kind in Africa, evaluates the impact of two-dose and one-dose HPV vaccination schedules on community level HPV prevalence in South African adolescent girls.

The Wits Rural Campus celebrated 30 years of teaching, learning and social impact. The Wits Rural Campus has enabled impactful interdisciplinary research, student training and community engagement in rural Bushbuckridge.

Research awards

SAMRC Scientific Merit Awards – Wits Distinguished Scientists 2019

The South African Medical Research Council (SAMRC) celebrated its 50th Anniversary and hosted the 2019 SAMRC Scientific Merit Awards gala dinner on 7 November 2019 at the CSIR. “The South African Medical Research Council strongly supports excellence in health research and has established a set of medal awards to recognise world-class science. The Awards are among South Africa’s most prestigious and are dedicated to contributions to health research in South Africa”.

Gold Medal: Professor Caroline Tiemessen, a Virologist and researcher, is the Head of the Cell Biology Research Laboratory in the Centre for HIV and STIs at the National Institute for Communicable Diseases (NICD) and a Research Professor at Wits University.

Silver Medals: Professor Yahya Choonara, a Pharmacist, is Chair and Head of the Department of Pharmacy and Pharmacology, in the Faculty of Health Sciences, Wits University, and Professor Nazir Ismail, a Pathologist and Clinical Microbiologist, is Head of the Centre for TB at the NICD and the World Health Organisation (WHO) Supranational TB Reference Laboratory, SA.

Professor Maureen Coetzee received an A-rating from the National Research Foundation (NRF). This rating denotes a scholar recognised as leader in their field by international peers.

Pharmacy Professor Viness Pillay won the NRF award for Champion of Research Capacity Development and Transformation at SA Higher Education Institutions.

Professor Shane Norris from the Faculty of Health Sciences and Professor Abdul Kara from the Faculty of Science were the joint recipients of the Vice-Chancellor’s Research Award for 2019. Both recipients received R275 000 each as part of the awards.

Professor Aijaz Ahmad in the Department of Clinical Microbiology and Infectious Diseases, and Dr Pradeep Kumar in the Department of Pharmacy and Pharmacology, received the Friedel Sellschop Early Career Academic awards.

Professor Viness Pillay and Yahya Choonara of the Wits Advanced Drug Delivery Platform received the Department of Science and Technology-National Intellectual Property Management Office Top Intellectual Property Creator awards valued at R605 000.

Professor Yahya Choonara and Professor Loren Landau were inaugurated as members of the Academy of Science of South Africa (ASSAf) at the annual Awards Ceremony. Choonara is Chair and Head of Department: Pharmacy and Pharmacology and Principal Scientist and Syndicate Co-Director: Wits Advanced Drug Delivery Platform. Landau is a professor in the African Centre for Migration and Society. ASSAf honours outstanding scholars from a range of disciplines by electing them as members in recognition of scholarly achievement.

Professor Roy Shires won the International Excellence in Endocrinology Award. This award is presented to an endocrinologist who has made exceptional contributions to the field in geographic areas with underdeveloped resources. He most recently initiated the first programme to manage transgender patients in the Soweto population.

Professor Bavesh Kana was nominated for a Lifetime Achievement Award in the 2019 NSTF-South 32 awards. He was also a finalist in the category Innovation: Corporate Organisation. In addition, Professor Kana’s team from the DST/NRF Centre of Excellence for Biomedical TB Research based in the School of Pathology was the recipients of the Vice-Chancellor’s 2019 Innovation Award. Kana is the Director of the Wits node of the DST/NRF Centre of Excellence for Biomedical TB Research and together with his team, Health Sciences Faculty members and Wits Enterprise are responsible for the development of SmartSpot technology and a spin-off company that is making an impact in tens of countries around the world.



REPORT

of the Dean - Faculty of Humanities



Professor Garth Stevens

During 2019, the Faculty continued to implement and monitor its 2018 – 2022 strategic plan, underpinned by the two mutually-reinforcing objectives of producing increased amounts of research with impact, and enabling a swift, secure and stimulating postgraduate experience. The Faculty is comprised of the academic Schools of Social Sciences, Education, Language, Literature and Media Studies, Human and Community Development and Arts. Committed to interdisciplinary innovations it is also home to the Wits Institute for Social and Economic Research (WiSER), the Society, Work and Development (SWOP) Institute, and several centres and units that, in the spirit of global intellectual cosmopolitanism constitute one of the most well-recognised and engaged scholarly resources on the African continent. In 2019, the Faculty was also home to 84 NRF-Rated Researchers and 10 Research Chairs, with seven of these funded through the NRF SARCHi initiative.

The accent of our research outputs for 2019 was on high-impact article, book publishing and creative research. The Faculty progressed its commitments to expanding and transforming knowledge production across the human capital pipeline by further fusing the imperative for the dissemination of research through publication to the postgraduate experience by growing its doctorate-by-publications programmes and the targeted funding of postgraduate project-related publishing.

Over the course of 2019 and, working in concert, all of the Faculty's Schools and research entities, were coherently committed to advancing internationally impactful knowledge. Our collective focus was and will continue to be leading intellectual projects on the questions that define and disrupt what it means to be human in the twenty-first century.

School of Social Sciences (SoSS)

The School of Social Sciences was particularly successful in producing high-quality research, and postgraduate student graduation, research grant awards and also participated in a large number of public engagement activities in 2019. The School has 18 NRF-rated researchers across the disciplines of History, Political Studies, Sociology, International Relations, Philosophy, Social Anthropology, the African Centre for Migration Studies, the Wits Centre of Diversity Studies, Development Studies and Demography and Population Studies.

At our most recent count, the school produced 67 peer-reviewed journal articles, 29 book chapters, and five scholarly monographs. This research was published in accredited, national, regional and international journals. The school also maintained its excellent record of producing postgraduate students, who will be leaders in social science research in the country and region. In 2019 the school graduated 130 Honours students, 92 Masters students, and 23 PhDs. The school's postgraduate training contributes to the transformation of the academy at Wits and across the country. Of the 23 PhD graduates in 2019, 17 were black African students and 13 were women.

Postgraduate students and staff of the school also disseminated their research through numerous seminars, workshops and conference presentations. In addition to attending conferences, departments in the school hosted various research dissemination events. The African Centre for Migration Studies (ACMS) continues

its position as the African reference point for migration research on the continent and internationally. Research staff were invited to participate in local and international media and public engagement work, including on radio and television shows, publishing opinion pieces and having the work of its researchers quoted in a range of news reports. In partnership with the Wits Historical Papers Research Archive, the South African History Archive and the Public Affairs Research Institute, the History Research Group produced and published *A People's Guide to Archives and Democracy in South Africa*, a digital guide to help civil society, researchers and organisations navigate the archival landscape in South Africa. The guide is freely available for sharing and download on the internet at <https://pari.org.za/a-peoples-guide-to-the-archives>. In the Department of Demography and Population Studies, 13 postgraduate students and two staff members presented their research at the Union for African Studies Conference which happens every second year. In Social Anthropology, Prof. Eric Worby presented a Senate Lecture entitled: *The Time of the Commons and the Subject of the South*.

Members of staff of the School also had a very productive year securing research grants. ACMS was awarded an African Research Universities Alliance (ARUA) Centre of Excellence on Migration and Mobility which, in collaboration with African partners, received competitive funding from the UKRI to run a three-year African Academy for Migration Research. In addition, the European Union Network of Institutes of Culture (EUNIC) awarded a grant to the History Workshop, for a project on the histories and legacies of colonial architecture and landscapes in Africa.

Wits School of Education (WSoE)

The Wits School of Education continues to be recognised as a leading research-led, teacher education institution that provides high quality preparation for entrants to teaching as a profession.

In 2019, the research footprint continued to grow. Professor Leketi Makalela continued as Director of the Humanities and African Languages (Hum.AL). Prof Stephanie Allais continued to head the REAL Centre for Education and Work while Dr Craig Pournara headed the Marang Centre for Research in Maths and Science Education. Dr Claudine Storbeck was appointed Director of the Centre for Deaf Studies. The School of Education has three SARCHi Research Chairs: Professor Hamsa Venkatakrishnan holds the Numeracy Education research chair, Professor Jill Adler is the Mathematics Education research chair, and Professor Leketi Makalela continues as the African Languages and Literacy chair.

The reporting period saw an increase in the publications of high-impact book chapters authored by WSoE researchers. The majority of these book chapters are

in prestigious international publications. This indicates that educational research focused on South Africa, conducted by scholars at WSOE is highly sought after and read by an international readership.

The research thrusts continued to intensify and consolidate their activities. These include ICT and Education; Education, Labour and Work; Literacy; Numeracy; Decolonization and Transformation; Teacher Professional Knowledge and Teaching; and Teaching and Learning. Their activities included seminars, workshops and writing retreats. The Research Hub space for academic research meetings was formally launched. Several key events took place, including the RiSE events, whereby researchers were given the opportunity to celebrate their research outputs, and the Research Bonanza, where researchers and PhD students showcased their activities.

The School also continued to be engaged with local communities in a variety of ways. Dr Reuben Dhlamini's project delivered ICT training for rural teachers. The Maths Connect project also provided mathematics engagement for teachers in and around Gauteng. Other projects initiated during this period included the capacitation of science teachers in rural districts of Mpumalanga.

On the international front, the School entered into two international collaboration partnerships with the Universities of Gothenburg (Sweden) and Tübingen (Germany), both leading research universities in Europe. The collaboration with Tübingen grows the alignment of the WSoE research culture with that of research active internationally renowned universities, creating synergy and boosting individual collaboration activities. The NRF-STINT funded international research collaboration project championed by Professor Elaosi Vhurumuku includes seven Universities in Sweden and South Africa. The research centres around the co-authorship of a book on Education in the Anthropocene, tying up common issues of concern between the global North and the global South.

School of Literature, Language, and Media (SLLM)

In 2019, the School of Literature, Language and Media had a significant increase in research outputs. It produced 6 books, 47 articles and 28 book chapters. The edited collection *Media Studies: Critical African and Decolonial Approaches*, edited by Mehita Iqani (Wits) and Sarah Chiumbu (UJ), and published by Oxford University Press represents a ground-breaking contribution to international critical scholarship in media and communication studies. Iginio Gagliardone's *China, Africa, and the Future of the Internet (ZED)* is the first book-length contribution to the global debate on the role of China in shaping information societies in Africa, and globally.

A number of flagship research projects launched in previous years have acquired momentum in the school and have led to the production of high-profile collaborative research outputs. These include the Mellon-funded NEST (Narrative Enquiry for Social Transformation) project, led by Bhekizizwe Peterson, and aimed at instituting the theory and practice of narrative as a field of study in South Africa through interdisciplinary research and empirical investigations into questions of human experience, development and social change. The Ruth First Fellowships, based in the Department of Journalism, is encouraging a new generation of young researchers to work in the tradition of activist journalist Ruth First. Fellows are mentored in research work for publication and presentation at the annual Ruth First Lecture. In 2019, the theme was Migrancy and Populism, and two fellows presented their work. The new Governing Intimacies project is building new scholarship and creating a new generation of scholars on gender and sexuality in India and East and South Africa.

The number of NRF-rated SLLM staff continues to increase, with Luigi Robuschi of Modern Languages being awarded a C2 rating. As in previous years, members of the schools contributed to significant collective scholarly efforts, publishing chapters in edited books of national, regional and international relevance. These include the Routledge Handbook of African Literature (Routledge), African Luxury: Aesthetics and Politics (Intellect), The culture of dissenting memory: Truth commissions in the global South (Routledge), Luigi Capuana: Experimental fiction and cultural mediation in Post-Risorgimento Italy (Firenze University Press).

Wits School of Arts (WSoA)

WSoA has a focus on practice-based research, much of which is interdisciplinary. Highlights for the year include a balance of recognition within academia, global artistic communities and wider mainstream exposure for our creative practice and research.

The Arts Research Africa project, funded by the Andrew W. Mellon Foundation, organised a public showcase of postgraduate artistic research using the innovative Pecha Kucha format. It also contributed funding to two symposia on research topics: African Feminisms (AFEMS) and Reframing Africa. Additionally, funding was provided for Public Humanities engagements including Before the Wind Changes: 1964 and the Making of the Blue Notes curated by Dr Lindelwa Dalamba; Community of Music Makers (CMMSA) research into music as therapeutic aid in hospitals and event activation for Community arts projects in Orange Grove. The project also awarded grants to postgraduate researchers and junior staff to assist in the completion of their own research projects.

The global impact of WSoA was notable in 2019. Tracey Rose exhibited at the Venice and Singapore Biennales and Zen Marie's work was premiered at the Berlinale international film festival, while Rangoato Hlasane and Professor David Andrew continued their work with the Another Road Map cluster, a large-scale international project. Donna Kukama received a DAAD Scholarship to act as a guest lecturer at HBK Braunschweig, Germany and Mocke J van Veuren collaborated with celebrated choreographer Nelisiwe Xaba in F.A.K.E. News, a critically acclaimed dance, theatre and video performance. The work was part of the Signifying Ghosts project produced by Cocoon Dance in Bonn, Germany. Including participants from South Africa, Mali, Germany, Italy and Spain, the project foregrounded African choreographers and artists as innovators in an international contemporary arts context. Dr Tanja Sakota was invited to run a programme at the Filmuni Summer School in Berlin and Professor Carlo Mombelli was resident composer at Basel Academy of Music. Nontobako Ntombela co-curated The Burden of Memory: Considering German Colonial History in Africa with Princess Marilyn Douala Bell and Rose Jekporir, in Yaounde Cameroon. In addition, Gabrielle Goliath became the Standard Bank young artist of the year and was also a Future Generations finalist, leading to multiple exhibitions. Professor Sharlene Khan established Art on our mind, a Thuthuka funded series of artists' talks and lectures.

Dr Mahoro Semege received an NIHSS-CODESRIA award for his PhD dissertation and documentary film along with the prize for best paper at the 2019 NIHSS Doctoral Conference. Dr Semege is a graduate of the Interdisciplinary Arts and Culture Studies programme and was supervised by Dr Haseenah Ebrahim.

Drama for Life's pioneering work has continued with the establishment of the field of dance therapy in South Africa in collaboration with Professor Marcow Speiser. Professor Speiser is a Fulbright Scholar hosted by the department and has been instrumental in the development of dance and expressive therapy programmes internationally. Also notable is the Programme's Knowledge Unzipped Project, a flagship partnership with the Charlize Theron Africa Outreach Project (CTAOP). This partnership focuses on engagements that foster arts-based sexual reproductive health education intervention methods.

School of Human and Community Development

In keeping with the Faculty's overall strategic focus, staff in the School produced two books in 2019. Professor Sumaya Laher was the lead editor on the book "Transforming Research Methods in the Social Sciences: Case Studies from South Africa" published by Wits University Press, while Professor Katijah Khoza-Shangase and Professor Hugo Canham were both

editors of the book “Black Academic Voices: The South African Experience” published by the HSRC Press. This book was recently awarded the best non-fiction edited collection book by the NIHSS. The SHCD graduated in excess of 240 postgraduate students for 2019 including six staff members who received their PhDs.

Scholars in the SHCD continued to feature prominently as principal investigators on multimillion-rand grants awarded to the University. Professor Garth Stevens continued to be a co-principal investigator on the ‘Violent States, States of Violence’ research project funded by the Mellon Foundation. The Health Communication Research Unit under the directorship of Professor Jennifer Watermeyer continued work on the NRF-funded Emergency Medicine project in conjunction with the Emergency Medicine department at UCT, colleagues at ER24, the Western Cape Government Department of Health, and visiting Professor Tom Koole from the University of Groningen. Professor Kate Cockcroft and Dr Sahba Besharati have continued with the collaborative initiative of the Centre of Excellence in Human Development at Wits and the Johannesburg Institute for Advances Studies (JIAS) hosting a two-day event related potential electroencephalogram training workshop. Professor Jill Bradbury continued as the lead co-investigator on the Narrative Enquiry for Social Transformation (NEST) project also funded by the Mellon Foundation. Professor Brett Bowman received a Fulbright Scholarship to spend 2019 as a Visiting Research Scholar at the University of California, Santa Barbara. In 2019, Professor Mzikazi Nduna initiated a research project with the DST-NRF Centre of Excellence in Human Development, entitled *Deepening understandings of Father (dis)connections in South Africa*. The project has connections with the University of Kentucky.

Under its public engagement mandate, the School hosted addresses and public lectures by a number of renowned scholars. This included Professor Kevin Whitehead of the University of California at Santa Barbara; Professor Barbara Wilson of the Cambridge University; Professor Charlotte Krahe of the University of Liverpool; Professor Josh P Davis of the University of Greenwich; Dr Iman Ghoratitoostan of the University of Sao Paulo; as well as, Professor Leila Patel of the University of the Western Cape. SHCD staff have continued to present prolifically at a number of local, regional, and international conferences. Of note was Professor Garth Stevens’ keynote address at the American Psychological Association conference. NeurL, a website aimed at expanding the public profile of the School’s cognitive research cluster was also launched in 2019.

The School continues to enjoy widespread professional recognition. Professor Garth Stevens is the President-Elect for the Psychological Society of South Africa (PsySSA), and Professor Peace Kiguwa chaired the PsySSA Division for Gender & Sexuality.

Professor Sumaya Laher is the chair of PsySSA’s psychological assessment standing committee and the founding member for Assessment Standards South Africa, and the editor-in-chief of the African Journal for Psychological Assessment. Professor Katherine Bain is an editor of Psychoanalytic Psychotherapy in Africa, Professor Andrew Thatcher is an editor of the journal Ergonomics, and Professor Malose Langa continued to serve as a representative on the Professional Board for Psychology at the HPCSA. Dr Victor de Andrade was a consultant for the WHO’s Assistive Product Specifications as well as a consultant for the UNICEF and WHO’s programme for assistive product provision.

Wits Institute for Social and Economic Research (WiSER)

WiSER substantially increased its accredited outputs in 2019. Terry Kurgan, a Writing Fellow at the Institute, was announced as the winner of the Alan Paton non-Fiction Award for 2019 for her book *Everyone is Present*. Professor Richard Rottenburg joined the Institute as a Distinguished Professor of Science and Technology Studies, and has been building STS on the African continent from his base at WiSER. The Institute hosted major international conferences on the following topics, amongst others: Humanities in Africa in the Era of Machine Learning and Spatial Typographies and the Built Environment: Navigating African Urban Landscapes. It also hosted a major international Summer School with Princeton University on the theme of ‘Coming Out of Crisis’. Further, as a contribution to the process of decolonizing the curriculum, the Institute’s director, Professor Sarah Nuttall, ran a six month-long seminar series on ‘The State of Literary Studies in South Africa and Beyond’. The Institute continued to pioneer a wide array of work in the public humanities, crafting and convening academic and public intellectual events on South African and African topics of interest, as well as addressing more global concerns, including rising authoritarianism, inequality and climate change and rising sea levels, the latter through its Oceanic Humanities programme.

WiSER staff continued to work across a range of activities: supervising twenty-six PhDs and over a dozen MAs drawn from multiple parts of the Faculty of Humanities; running internal seminars; hosting the Monday WISH research seminars, and a number of reading groups, including a monthly PhD reading group, and a reading group on ‘Political Economy’. For more on WiSER’s work, see our revamped website at www.wits/wiser.

Society, Work and Politics Institute (SWOP)

The reporting period was a year of change at SWOP with a new director, Prishani Naidoo, taking the reins in January, and small shifts in its research foci. Dineo Skosana's focus on coal mining, and a just transition away from fossil fuels to renewable energy, has increasingly seen more work being done on coal - and less on platinum-mining (as had been the case in MARTISA), and the broadening of research themes to include questions of dispossession, resistance and methodology. The 'Decent Work and Development Initiative' also came to an end at the beginning of the year, with research projects in this cluster concluding according to plan. Research projects have since continued in two primary research clusters: 'Precarious Society' and 'Nature and Society', the former including projects on popular politics in and across the BRICS countries; community protests in South Africa; electoral politics in South Africa; and 'violent states, states of violence'. The latter includes projects on the effects of coal mining on disadvantaged South African communities; climate change; and food justice.

SWOP's outputs increased over 2019. Staff in the Institute produced 3 edited volumes, 23 journal articles, and 7 book chapters. Three working papers were also produced from SWOP's research on coal mining, as well as a popular booklet on climate change (in English, Zulu and Tswana). The year also saw the production of 2 books (published by Jacana) as part of the final year of SWOP's 'Hidden Voices' project. SWOP convened a number of events in 2019 including public seminars on 'Decolonising the University: Thoughts from the Continent' (with guest speakers, Sabatho Nyamsenda from the University of Dar es Salaam and the Tanzanian Social Forum and Hoda Elsadda from Cairo University in Egypt) as part of the Mellon thirtieth anniversary seminar series, 'Mapping African Futures' (co-hosted with the Wits History Workshop).

The Institute also hosted focused meetings on the South African national elections, and experiences of art and politics in contemporary Mexico through engagement with Helena Chavez, artist and scholar based at the National Autonomous University of Mexico (UNAM) (co-hosted with the Centre for Mexican Studies at Wits, the Wits School of Arts (WSOA) and Department of Fine Art). Three workshops on comparative research methods with Gillian Hart, Professor of the Graduate School in Geography at the University of California, Berkley, and Distinguished Professor in the Humanities Graduate Centre at Wits were also convened in SWOP during 2019. The Institute also convened an international colloquium shaped by the theme, 'States, Citizens, Subjects and Violence: An African/Latin American Engagement'; and two book launches – SWOP Associate, Bridget Kenny's 'Retail Workers, Race and Consumption in South Africa: Shelved in the Service Economy' and SWOP post-doctoral fellow, Joseph Mujere's 'Land, Migration and Belonging: A History of the Basotho in Southern Rhodesia C. 1890-1960s'. SWOP's popular breakfast seminars continued with seven further events during the year, focusing on the politics of corruption; 'decent work'; dispossession and the desecration of ancestral graves by mining corporations; the aftermath of 'Marikana'; traditional authorities and the politics of labour recruitment in Zimbabwe's platinum mining industry; the implications of a just transition from coal for coal workers and coal affected communities; and the right to food and the absence of food justice in Johannesburg. Also in 2019, Prishani Naidoo and Karl Von Holdt, co-taught Collective Action and Social Movements, an Honours/Masters course in the Department of Sociology.





REPORT

of the
Dean - Faculty of
Science



Professor Nithaya Chetty

The School of Molecular & Cell Biology (MCB)

The School of Molecular & Cell Biology (MCB) includes the sub-disciplines Biochemistry and Cell Biology, Genetics & Developmental Biology, Microbiology & Biotechnology and Applied Bioinformatics. The multi-disciplinary nature of the School includes these four areas of research and training. These disciplines are offered within a generic multidisciplinary UG programme and the honors theory components, and diverges with the honors laboratory-based mini-research projects in either of these four sub-disciplines. These projects are supervised by the current cohort of permanent academic staff members at all levels, and take on these students within their current allocated laboratory spaces. In the last two years, the total honours students requiring dedicated lab space for the research component outstripped the available laboratory spaces and associated pieces of equipment. This is largely due to academic staff members' increasing their cohorts of MSc and PhD students, underscoring the need for expansion to accommodate our growing honors students. In 2020, the School of MCB received in excess of 700 Honours applications.

In 2019, we accommodated 45 honours students. After several consultations with all staff members, there is an agreement that the honours intakes can be increased to 65 in the mainstream honours program provided there is 1) more lab space, 2) more equipment and 3) increased running costs, so as not to jeopardize the progress of current MSc, PhD and post doc projects. Plans are underway to allow for growth and expansion of the level intakes with upgrading one of the labs in Gate House and securing additional funding for much needed equipment, as well as developing an additional Honours level qualification.

In MCB, all permanently appointed academic staff members hold a PhD, are involved in teaching undergraduate courses at various levels, supervise a number of postgraduate students and publish in international scientific peer-reviewed journals with 100% of them being subsidised. The majority of the colleagues have secured either national or international funding and a number of national and international collaborations have been established successfully, the latter not being limited to research institutions, but with industry as well. Colleagues, and/or their postgraduate students regularly attend and present at national and international scientific conferences. A number of patents have been registered by three academic staff members, and are in various phases of execution. Most colleagues serve as reviewers or act on editorial boards of scientific journals. Many serve as reviewers of grant or NRF rating applications and as external examiners or moderators at both undergraduate and post graduate levels for external universities, in SA and abroad. Furthermore, most colleagues serve the school and faculty by being members of various committees (e.g. Teaching & Learning, Research & PG affairs, Marketing, Transformation, Faculty Board, etc.) and a number of colleagues act as Senators for Wits.

School of Chemistry and the associated Molecular Sciences

The School of Chemistry and the associated Molecular Sciences Institute published an exceptional 116 articles in international peer-reviewed journals, published conference proceedings and books in 2019. A total of 54 MSc and 91 PhD candidates were registered and 18 MSc and 8 PhD degrees were awarded. Distinguished Professor Roger Sheldon was elected to an Honorary Fellowship of the Royal Society of Chemistry. Research with impact included the further development in the commercial processing of Moringa for foods

(Professor Chimuka); a highly publicised synthesis of a potential sunblock agent from sustainable biomass (Professor de Koning) and multiple collaborations with international synchrotron facilities BNL (USA), SIRIUS (Brazil) and Diamond (UK); (Professor Billing and Dr Barrett). Research was undertaken into the synthesis of pharmaceuticals; environmental monitoring and rehabilitation; as well as materials for sustainable energy (batteries, solar cells and hydrogen cells). Nanotechnology, green chemistry and catalysis were also recurrent research themes. A public-private collaboration for the local development of AI/machine learning was initiated. The School provided extensive analytical services to both academia and industry. The School provides undergraduate education for over 3000 students in Chemistry, Engineering and Medicine.

School of Physics

In the School of Physics, PhD candidate Miss Nokwazi Mphuthi's paper on Bessel beams in turbulence was selected as the top paper by a young researcher in the Journal of the Optical Society of America. Miss Mphuthi was an awardee at the 2019 South African Woman in Science Awards (SAWiSA) where she won the DST-Albertina Sisulu fellowship. PhD candidate, Miss Hend Sroor demonstrated the first fractal light from lasers, confirming a theoretical prediction that had remained untested for 20 years which was a featured article by Nature Photonics, and selected by the Optical Society of America as one of the top 30 optical advances worldwide for 2019. Professor Alex Quandt won the 2019 NSTF-South32 Special Annual Theme Award for pioneering work in computational materials science. Professor Deena Naidoo was elected the President of the South African Institute of Physics (SAIP) and also serves as the Vice-Chair on Commission C14 of the International Union of Pure and Applied Physics (IUPAP). Professor Naidoo is also the SA-CERN ISOLDE coordinator. Professor Bruce Mellado was appointed as the National Contact Physicist of South Africa at the ATLAS experiment at CERN, Vice-Chair of Membership at the Administrative Committee of the NPSS Society of the IEEE, Level 2 Manager for the Phase-II upgrade of the ATLAS experiment at CERN, member of the LHeC Coordination Group at CERN and member of the Collaboration Board Chair Advisory Group of the ATLAS experiment at CERN. Professors Daniel Wamwangi (Main applicant), Deena Naidoo (co-applicant) were awarded the National Equipment Grant (NEP) R 13,5 million for acquiring a Physical Property Measurement system (PPMS). Professor Darrell Comins received the Radiation Effects in Insulators Award (REI) in recognition of, and to honour a dedicated lifetime of scientific research, both fundamental and applied, into the effects of radiation in insulating materials, over a broad and encompassing field (Nur-Sultan, Kazakhstan, August 2019). Professor Arthur Every received the

“Golden Whistle Award” which is the International Congress on ULTRASONICS Distinguished Service Award for outstanding contributions to the promotion of the Ultrasonic World Community (Bruges, Belgium, 2019). Professor Deepak Kar published a book entitled “Experimental Particle Physics: Understanding the measurements and searches at the Large Hadron Collider (August 2019)”. Mr. Lundersteady Alban Mafemba (School of Physics Mechanical Workshop) obtained a Bachelor of Law (LLB) degree qualification focused on Patency with the University of South Africa (UNISA). Professor Andrew Forbes won the prestigious Georg Forster Prize from the Alexander von Humboldt Foundation, given annually to outstanding scientists for their lifetime contribution to science and whose fundamental discoveries, new theories, or insights have had a significant impact on their own discipline and beyond, with emphasis on who work towards uplifting developing countries through science. The award ceremony will be hosted by German Chancellor Angela Merkel in Germany in 2020.

School of Animal, Plant and Environmental Studies (APES)

The annual Yebo Gogga Yebo amaBlomo exhibition is the core of the School of Animal, Plant and Environmental Studies (APES) outreach. Staff, student volunteers and members of various organizations present their work to school learners and the general public. Visitors touch, taste, smell and biology, sharing knowledge. Several plant identification courses were given, to the Bushveld Mosaic group and environmental monitors in the Kruger National Park for instance. Staff gave public lectures; for example on bushveld ecology and animal behaviour to Bushveld Training Adventures, or invasive alien weeds to Parkviews President Association. Social clubs and societies addressed included the Explorers Club, U3A, Open Streets, The Book Revue and the Bryanston Bird Club. Staff members were contributors to social media such as the “The Conversation”, on parasites, radio interviews, on 702 and power FM for example, on the impacts of global change on water provision and food security. Other engagements include those with the Nirox Sculpture Park, SANPARKS, the Wakkerstroom Natural Heritage Association, the Aurora programme, the Snowdrop Foundation and field work with Mozambican conservationists in Gorongosa National Park.

Evolutionary Studies Institute

The Evolutionary Studies Institute published five book chapters, 111 ISI-listed or DHE-listed journal articles, eight other or online articles and presented papers or posters at local conferences (25 presentations) and international conferences (38 presentations) in 2019. All academic staff are NRF-rated and are either established in their particular fields or are being established. In 2019,

academics continued to teach the four undergraduate courses in palaeontology to the Geology first and second years, and to AP&ES second and third-year students. Some research highlights with media attention are the Little Foot's inner ear shed light on her movement and behaviour (Dr Amelie Beudet, Professor Ron Clarke and team); Professor Lee Berger and his team announced "Understanding our early human ancestors: *Australopithecus sediba*"; and Dr Jonah Choiniere announced his discovery and excavation of a remarkable dinosaur bone bed in Qemegha, Eastern Cape.

School of Geography, Archaeology and Environment Studies (GAES)

The School of Geography, Archaeology and Environment Studies (GAES) has consistently produced the highest publication points in the faculty with an average of 91.02 over three years (2017, 2018 and 2019). Excluding RARI, the GAES mean over three years is 59.33 and is consistent (2017 – 58.27; 2018 – 59.88; 2019 – 59.83) with previous publication records. Excluding research institutes, the next highest producing school is APES, which produced more than GAES in 2019 (61.81), but has a lower three-year mean than GAES (56.33). GAES (excluding research institutes) is the highest producing school in the faculty.

Academic staff and students in the Geography Division of GAES published 63 accredited outputs during 2019. In 2019, 77 students graduated with BSc degrees, and 42 students graduated with BSc Honours degrees. Two Geography students graduated with distinctions. Academics in Geography collaboratively with Gauteng City-Region Observatory co-edited a special issue of seven articles for an international geographic journal, *Environment and Planning A*, comparing the role of developers in urbanization processes around the world. The department is directing the Atmospheric Circulation Reconstruction over the Earth (ACRE) programme for the southern African and SW Indian Ocean regions. The school also facilitated a three-year stakeholder process for the Department of Environmental Affairs to develop the Guideline on Waste Picker Integration for South Africa as part of DST-DEA funded research project. In collaboration with Unilever and the African Reclaimers Organisation (ARO), an academic in GAES is also leading a strategic project to pilot the implementation of the Guideline, launched in June 2019 in Johannesburg. Academics in GAES are also leading the Mestsemegologolo project (a multimedia platform for the exploration of African urbanisms), funded by a Mellon African Digital Humanities grant received in July 2019. Wits Geography hosted the Jubilee Students Conference of the Society of South African Geographers in July 2019. Four Geography students received awards for excellent oral and poster presentations at the Society of South African Geographers in 2019.

The Archaeology Division is a vibrant unit that educates more than 150 undergraduate and 50 postgraduate Masters and PhD students. One of the significant strengths of the Archaeology Division is the excellent and diverse research undertaken by its staff members and post-doctoral researchers, covering South Africa's deep past from four million years ago to recent historical times. This research highlights deep past lifeways and the achievements of South African ancestors. During 2019, 53 journal articles and two chapters were published in top-rated international peer-reviewed journals and books, contributing 25.65 publication points. Many of the publications attracted widespread public attention, as the following selected examples show. A leading archaeologist in the Archeology division and his associates published many papers on the Sterkfontein hominin site and the 3.67-million-year-old australopithecine, "Little Foot", that were celebrated on multiple platforms. The Discovery Channel's 'Expedition Unknown', for example, came to the Sterkfontein Caves in the Cradle of Humankind to film a major portion of its human ancestor-focused episode. In this show, Professor Stratford and the host explored the caves and discussed Little Foot. It has been aired in the USA on the Discovery Channel (<https://go.discovery.com/tv-shows/expedition-unknown/full-episodes/the-hunt-for-our-ancient-ancestors>). The Archaeology division also published the first evidence for sound-producing aerophones, bullroarers and spinning disks, from southern Cape coastal sites dating to the last 6000 years. These unique finds allow people of today to link to the aural lives of our ancestors. South Africa's complex and rich past further came to life through the recreation of a lost city in the south of Johannesburg. Professor Karim Sadr and his students recreated the precolonial Tswana capital, Kweneng, that was occupied from the fifteenth century AD until the second half of the 1800s, with LiDAR laser technology. This was publicized in several countries, in major and minor newspapers, radio and TV, as well as a TEDx talk (<https://www.youtube.com/watch?v=hrKLrsbHM90>).

RARI also started new work to manage better and conserve its nationally declared Paul Loewenstein collection of rock art pieces. RARI also published three essential books in 2019 entitled:

1. King, R, 2019. *Outlaws, Anxiety, and Disorder in Southern Africa: Material Histories of the Maloti-Drakensberg*. London: Palgrave;
2. Lewis-Williams, J. D., 2019. *Image Makers: The Social Context of a Hunter-Gatherer Ritual*. Cambridge: Cambridge University Press; and
3. Witelson, D. M., 2019. *A Painted Ridge: Rock Art and Performance in the Maclear District, Eastern Cape Province, South Africa*. Oxford: Archaeopress. Witelson is one of Wits' PhD students.

Origins Centre

The Origins Centre had a very successful 2019. The highlight of the year was the opening of the Rock Engraving Archive to the public. The launch, opened by the VC, was attended by 110 Wits Alumni. The opening of the Archive marked the end of a process that started almost 20 years ago, when the then Director of the Rock Art Research Institute, Professor Ben Smith, rescued the engravings from the Zoological Gardens in Johannesburg. Initially housed in the Wit's Rembrandt Gallery, the boulders were moved to the Origins Centre's new wing in 2016, and with funding from the National Institute for Humanities and Social Sciences were opened to the public in October 2019. The Museum's magnificent triple volume room that houses the Mason Embroideries was also given a much-needed facelift to coincide with the opening.

In collaboration with the University of Oslo, the Origins Centre Museum held a workshop on the need to transform museums and museum practice. Amidst calls to break out of the colonial mindset and decolonize academia, researchers have stressed the need to historicise museum objects and collections and expose the oppressive and problematic colonial scientific tradition under which these were collected and created. The two-day workshop, Conversations about Art, Objects and Archives was hosted at Origins with 25 delegates attending from predominantly African countries. Plans are being made to publish the papers from this workshop in a peer-reviewed edited volume entitled "Re-thinking the curatorial" the collection will interrogate old practices and point out new directions for the curatorship of colonial collections and archives.

The Museum opened more of its halls and rooms to offer a unique event experience, and exceeded its target for the year. Origins Centre Museum hosted several temporary exhibitions. 'Through the Eyes of an Archaeologist' that celebrated the life-work of the first Wits' archaeologist Professor Revil Mason was curated by the Origins Centre Museum, and together with the KFC 'last straw' exhibition was the most visited for the year.

Origins Centre's curriculum targeted educational programmes gained in popularity and the centre drew in a broad range of learners. The Museum is committed to communicating the latest knowledge produced by Wits' scientists and to becoming a vibrant point of access for the public.

School of Geosciences

The School of Geosciences saw a number of exciting changes in 2019. Perhaps the biggest change was the appointment of the first female Head of School Professor Gillian Drennan in the 114 year history of the School. Professor Drennan took over from Professor Gibson in June.

The School has been affected by the economic downturn with fewer students registering for BSc in the field of Geosciences, however, Wits attracted the highest number of students in 2019 compared to all other Universities in South Africa. 365 undergraduate students registered for Geoscience courses of which 348 were African, four were Coloured, 10 were Indian and 13 were White, making the School the most transformed School of Geoscience in the country. In terms of gender, the school had 152 female students and 224 Male students, 354 of which were SA citizens and 22 were non-SA citizens. The average pass rate for all undergraduate students is 92%. The School graduated 65 MSc, MScCWRR and PhD candidates in 2019 with 14 PhD Geoscience, seven co-supervised with Palaeontology; 33 MSc comprising 19 Geology and 14 Geophysics; 18 MScCWRR comprising 13 Economic Geology and 5 Hydrogeology.

Members of the School contributed 155 publications to the research effort of the Faculty, many of which appeared in high-impact journals including:

- S Chistyakova, R Latypov, EJ Hunt, S Barnes (2019). Merensky-type platinum deposits and a reappraisal of magma chamber paradigms; *Scientific Reports* 9 (1), 1-12;
- R Latypov, S Chistyakova, R Grieve, H Huhma (2019). Evidence for igneous differentiation in Sudbury Igneous Complex and impact-driven evolution of terrestrial planet proto-crusts, *Nature Communications* 10 (1), 508; and
- AV Sobolev, EV Asafov, AA Gurenko, NT Arndt, VG Batanova, AH Wilson (2019). Deep hydrous mantle reservoir provides evidence for crustal recycling before 3.3 billion years ago, *Nature* 571 (7766), 555-559.

Two retired professors were awarded the Jubilee Medal of the Geological Society of South Africa (given each year for the best publication within the South African Journal of Geology): T S McCarthy, B Corner, H Lombard, N J Beukes, R A Armstrong, R G Cawthorn (2019); The pre-Karoo geology of the southern portion of the Kaapvaal Craton.

New research equipment that was added to the state-of-the-art laboratory facilities included the TESCAN Integrated Mineral Analyzer (automated mineralogy). This is the only TESCAN in a research University in southern Africa. Researchers in the School were awarded the International Continental Scientific Drilling Program (ICDP) - Bushveld Complex Drilling Project, worth US\$ 1.5 million.

The School of Geosciences is also very active in interdisciplinary research involving the Faculty of Engineering, industry and academia. Members of staff serve on:

- Scientific Advisory Committee of the DSI/NRF Centre of Excellence in Mineral & Energy Resource Analysis (CIMERA), co-hosted by Wits and the University of Johannesburg,

- Wits Integrated Mine Health & Safety Working Group to promote cross-faculty collaboration in mining-related research. Its members represent various entities in the Wits community that are engaged with the mining sector in its broadest sense, such as Centre for Sustainability in Mining & Industry, School of Geoscience, Global Change Institute, the Schools of Chemical and Metallurgical, Mechanical and Mining Engineering, and the School of Public Health,

- Mining 4 the Future initiative (which seeks to engage with industrial partners and establish research projects and programs),
- South African Mining Extraction Research, Development and Innovation (SAMERDI) initiative (a public-private partnership between the Departments of Science and Innovation (DSI), Minerals and Energy (DME) and the Minerals Council of South Africa (MINCOSA, previously the Chamber of Mines),
- SA National Committee for the International Union of Geological Sciences,
- International Masters in Sustainable and innovation Resource Management (SINReM, offered jointly by the universities of Ghent, Uppsala and Freiberg).

School of Statistics and Actuarial Science

In 2019, the School of Statistics and Actuarial Science completed a major review of undergraduate courses, and introduced new curricula reflecting both international best practice and relevance to South Africa. Research continued in the School, with particular focus on statistical machine learning, health care, retirement funding and sustainability. The School ran a week long workshop open both to staff of the university and industry on becoming more proficient in the statistical package 'R'.

School of Mathematics

The School of Mathematics is research intensive, as well as teaching intensive. The School is also active in the mathematics community.

Researchers hold conferences, attend conferences worldwide and publish extensively in international journals. Florian Luca (Number Theory), Arnold Knopfmacher (Combinatorica), Abdul Kara (Differential equations) and their teams are worth special mentioning. Abdul Kara received the VC award in 2019 and has been nominated and accepted as FRSSAf (Fellow of the Royal Society South Africa).

Professor Watson (Analysis) has successfully secured the South Africa - Tunisia joint collaborative research grant. This grant is aimed at setting up collaboration on vector lattices and economic models. He has a team of young researchers including PhD students, a young lecturer from Actuarial Science and emerging researcher (senior lecturer) from Mathematics. Workshops/conferences held at Wits include the 34th Summer Conference on Topology and its Applications in July 2019 and the Summer Workshop in Analysis in January 2020. The School of Mathematics at Wits has the highest number (amongst all universities) of women who are NRF rated.

The School of Mathematics introduced a new course for second year major students entitled "Transition to Abstract Mathematics" which is designed to develop skills for writing mathematical proofs and smooth the often difficult transition from the largely procedural mathematics encountered in high school and first-year, to more conceptual and abstract mathematics.

The School is active with regard to service to the mathematics community. Staff referee papers for international journals, external for other universities and serve on various national and international panels.

School of Computer Science and Applied Mathematics

The School of Computer Science and Applied Mathematics continues to strive for excellence in terms of quality research outputs and student graduations. Academics published in high quality journals of high impact factor. Academics from the School were very involved in organising the Deep Learning Indaba in Kenya. Some academics lectured in Rwanda at AIMS. The School continues to host the NEPTTP, which drives national interest in training students in data related fields.



SECTION 3

Vice-Chancellor's Office

REPORT

of the

Vice-Chancellor and Principal



Professor Adam Habib

3.1.1 Statement of self-assessment of the Vice-Chancellor and Principal in attaining the objectives set for the period under review with summary detail of realised achievements

The performance of the Vice-Chancellor and Principal in 2019, must be assessed in terms of the success of the collective executive management in driving the University's strategic initiatives.

The University continues on an upward trajectory in terms of our mandate as a research-intensive university. One of Wits' key strategic goals in 2019, was to continue driving excellence in teaching, learning and research. In particular, we sought to professionalise our teaching, improve academic and psychosocial support to students who are struggling, reimagine our libraries to create more space for studying, group work and technology, and expand our academic offerings, including our part-time and online programmes. We have remained on target with regards to the enrolment of both our undergraduate and postgraduate numbers; we reduced our undergraduate numbers by 500 and have exceeded our postgraduate target by 600. Just over 40% of our undergraduate students in 2019 came from rural or

township areas and are first generation students. This is unprecedented for a research-intensive university and demonstrates the successful transformation of our higher education sector.

Student throughput has slowly been increasing. We produced more graduates in 2019 than at any other time in our history with total graduations reaching over 9500 in 2019. Our total number of postgraduate students in 2019 was 15 000 which is approximately 38% of our student body. We have also rolled out our digital learning strategy both through our Massive Open Online Courses (MOOCs) and blended learning (combining contact and online teaching and learning). We envisage moving more of our degree programmes to online learning and teaching over the coming years.

Our research output remains stable and stands at just over 2000 units. This is a phenomenal achievement given the challenges facing higher education over the past few years. We are proud to host several NRF Chairs and DST-NRF Centres of Excellence. Our main research focus over the past year has been to address the challenges of sustainable development and the transition into the digital age. Our research drive in the coming years will be to encourage publications and the research productivity of our postgraduate students.

The University continues to drive transformation so as to ensure that our institutional make-up represents the diversity of our country and its history. Our eight-point strategic plan on Transformation has been the focal point of our transformation agenda and went under review in 2019 as we had achieved many of the targets set. An important element of our new Transformation Priorities is diversifying the academy. By its very nature, diversifying the academy will take time and this vital project will continue. However, we have made progress on this front over the past five years. Overall, we have increased Black academic staff from 39.97% in 2013 to 50.7% in 2019 and moved from 50.58% male and 49.42% female academic staff in 2013 to 49.42% male and 50.48% female in 2019. This change, however, remains low at the professoriate level but is expected to grow over time. Targeted interventions such as enabling grants, the New Generation of Academics Programme and the VC's Equity Fund have proven successful and will assist in increasing these numbers in the future. To date, 37 appointments have been made and 54 enabling grants worth R7.3 million have been awarded to academics across all five faculties. Fifteen academics have been promoted through the enabling grant plan across all faculties. The University was awarded a grant in 2019 to

formally review this component of the transformation programme over a 12-month period. This review will enable Wits and other universities to better understand the barriers to and enablers of success and will aid in planning for the next stage of the transformation and staff development process.

Another aspect of our transformation agenda which is often not spoken of is the Professional and Administrative Staff (PAS) who keep our institution running. We are pleased to report that since 2013 we have met and exceeded our targets both in terms of race and gender in our professional and administrative staff domain. In 2013, 80.98% of PAS were Black and this has now grown to 93.4%, with Black African staff increasing from 61.39% to 82.4%. In terms of gender, we have achieved gender parity at the PAS level with just over 50% of staff identifying as female in 2019 except at the Grade 4 level. We also re-established and inducted our transformation committees at school, faculty and divisional level. Our Institutional Naming Committee has been active in renaming our spaces and places, and our newly established Language Board is implementing a Language Policy. There have been several successful initiatives in terms of curriculum reform. Transformation remains a priority for the University and will remain so over the coming years.

Our financial income remains stable for now. We have had an increased subsidy and better cash flow from the state which have enabled us to absorb a series of other pressures which we have been obliged to deal with such as the insourcing of workers and providing assistance to students through our Hardship Fund. We are concerned, however, that the financial foundation for us to compete effectively as a research-intensive university is continuously being eroded. Major role-players recognise the need for differentiation, but too many stakeholders are not willing to make the trade-offs necessary to enable differentiation. Our research universities perform way above the investments made into them and reducing their resources any further will impact on the quality of our higher education system as a whole. This is a matter which requires much more deliberation in the years ahead.

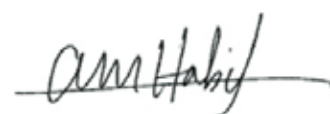
Our international partnerships have continued to grow over the past year. Wits has developed strong institutional collaborations with institutions in both the Global South and North. Our institutional partnerships with the private sector have been growing from strength

to strength, especially in the mining and digital sectors. We maintain excellent research relationships with universities across the South African Higher Education sector. The African Research Universities Alliance (ARUA), which the University is a founding member of, remains an important organisation on the continent. The United Kingdom Research and Innovation (UKRI) Global Challenges Fund collaboration with ARUA in 2019 has proven successful for many of our Centres of Excellence and we expect this partnership to develop further. Through ARUA, we have also started engaging with The European Guild of Research-Intensive Universities (The Guild) for increased funding for African research-intensive universities.

Over the next few years, we will be focusing on key funding programmes and increasing our alumni engagements. The University's Centenary Campaign, which aims to raise significant funds for the University to take it into its next century, is in full swing. These investments will be directed to both addressing the systemic challenge of financing 'missing middle' students and enhancing our academic programme. We have had numerous successful donor and alumni engagements over the past year and will be increasing the momentum as we head towards our centenary in 2022.

Our infrastructural investments in 2019 included the completion of our ICT network upgrade, which has completely overhauled our connectivity on campus. In addition, we are proceeding apace with our plans for the revitalisation of the University's urban environment and the creation of a digital innovation precinct in Braamfontein. In 2019, in partnership with IBM, we launched Africa's first quantum computing facility at the IBM Lab in our digital innovation precinct. This will significantly increase our strategic research objectives.

Overall, we had a successful year in 2019 and hope to continue improving on our key targets. However, with the current global pandemic caused by COVID-19, we are aware that the higher education sector is going to be impacted heavily. The entire sector must see this as an opportunity to come together and provide solutions and new ways of thinking for the academy. It is important for each part of the higher education system to work optimally so that the whole system succeeds. Wits, as part of this system, is committed to enhancing the entire Higher Education Sector, and working towards meeting the developmental agenda as enshrined in the South African Constitution.



Professor Adam Habib

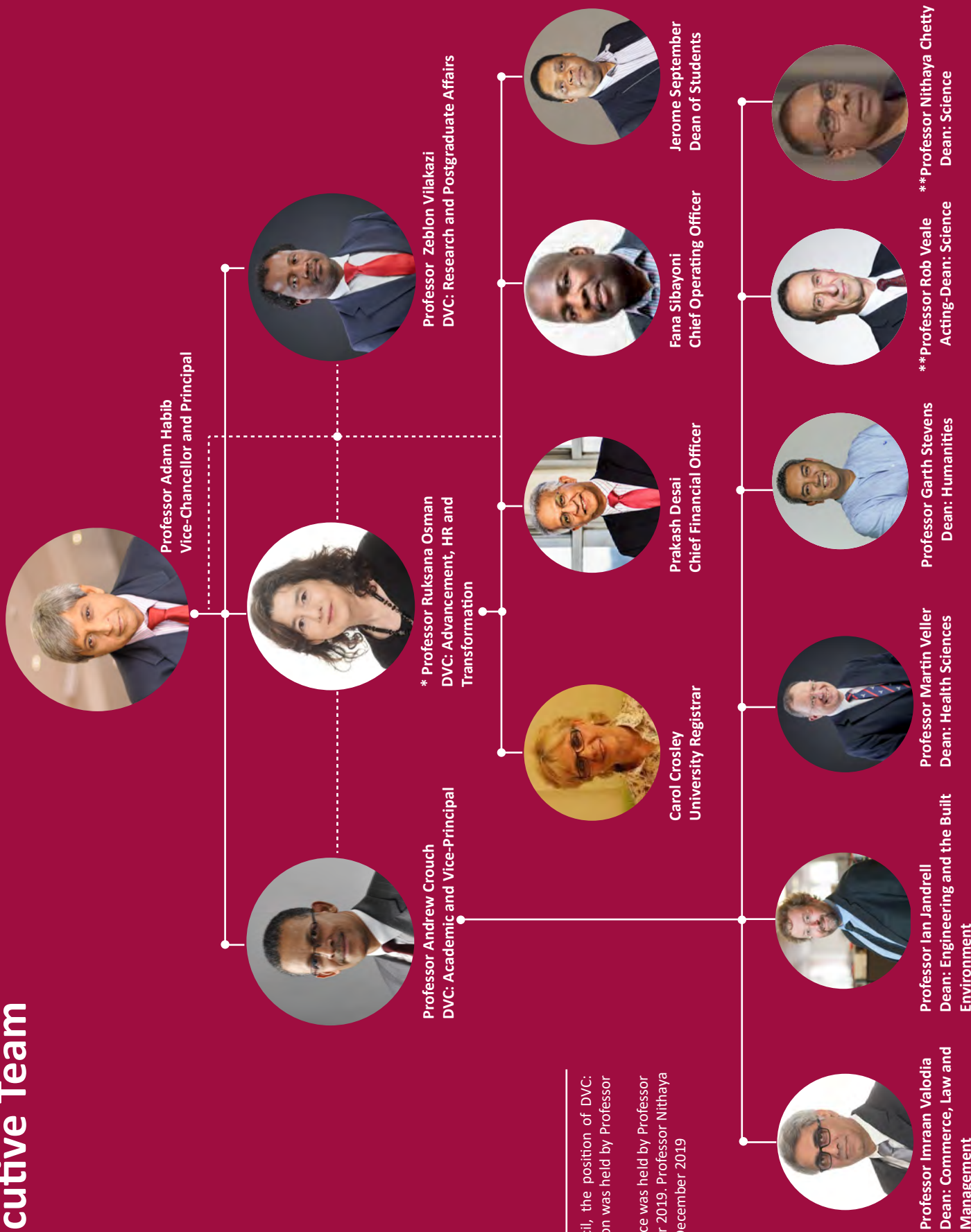
Vice-Chancellor and Principal

University of the Witwatersrand

3.1 Senior Executive Team



UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG



* Following a restructuring by Council, the position of DVC: Advancement, HR and Transformation was held by Professor Ruksana Osman

** The position of Acting Dean of Science was held by Professor Rob Veale until the end of November 2019. Professor Nithaya Chetty was appointed Dean as at 1 December 2019

Figure 3.1.2 Senior Executive Team

3.2 Achievement of the administrative structures and resources (Personnel and Systems)

3.2.1 Principal managerial/administrative achievements, structures and resources

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 a society that pursues a developmental agenda.

These imperatives informed the strategic and operational plan that was developed and implemented by the Senior Executive Team (SET) for 2019.

SET, in conjunction with the University Council, also developed and implemented an institutional performance scorecard for 2019 which focused on eight strategic goals:

1. Teaching effectiveness and enrolments;
2. Research output and research profile;
3. Technology and infrastructure;
4. Finance (stability);
5. Transformation;
6. Institutional culture;
7. Operational efficiency and effectiveness; and
8. Impact.

Performance indicators, targets and related measures were designed and aligned to these strategic goals. These are illustrated in detail in the Institutional Scorecard, Section 3.7.

3.2.1.1 Teaching effectiveness and enrolments

Enrolment

The University is making steady progress towards achieving one of its key strategic objectives of having 45% of its student body comprising of postgraduate students by 2022. This goal speaks to the objectives of the National Development Plan, the new Draft White Paper on Science, Technology and Innovation and other national priorities, which require specialised experts to contribute to the global knowledge economy and to tackle the challenges of the 21st Century, some of which are still unknown. In 2019, postgraduate students made up 37,48% of the overall student body.

At the same time, Wits has undertaken an in-depth self-assessment of its strategic aspirations and capabilities relating to the delivery of education through online and part-time channels for undergraduate and postgraduate programmes. These ambitions are reflected in Wits' 2020-2025 enrolment plan submitted to the Department of Higher Education and Training in 2019. These online and part-time channels provide additional access to students and contribute to flexible learning opportunities. The University estimates that approximately 8 000 students will be enrolled in part-time and online studies by 2025, with an estimated total enrolment of 44 000 by 2025. The science, engineering and technology proportion of the student body will remain steady at 51% over five years.

The University increased the proportion of postgraduate students to 37.5% in 2019, in line with its enrolment plan.

Completion rate

The completion rate (in minimum time) for Honours degrees has increased significantly from 79% in 2015 to 91% in 2019; in the six-year professional undergraduate degree it increased from 47% in 2019 to 60% in 2019. However, completion rates in 3 and 4 year undergraduate degrees have changed very little over the past five years. In 2019 the completion rates were 33% and 37% for 3-year and 4-year degree programmes, respectively. There were a record number of graduates in 2019, over 9100 students. Between December 2018 and July 2019, 7500 graduates responded to the Graduate Exit Survey. The results indicated that 53% of respondents were employed and 31% were furthering their studies. Of graduates not yet employed, a number were health professionals and teachers awaiting government placements.

As the existing five-year Learning and Teaching Plan ended in 2019, a Five Year Review of Teaching and Learning 2015-2019 was produced. The Review highlighted a number of achievements, including efforts to improve student success for an increasingly diverse student population through a variety of forms of support and opportunities for flexible

learning, as well as through making increasing use of data to inform decision-making. The Review also identified areas for improvement, notably, the need to increase student throughput and improve time to completion.

A consultative process was followed during 2019 to develop the Wits Learning and Teaching Plan 2020-2024, which was approved by Senate in October and Council in November 2019. The new plan has seven focus areas, chosen to support Wits' intention to be locally relevant and globally competitive. The focus areas are: (1) increasing flexible and life-long learning opportunities, (2) enhancing academics as university teachers, (3) strengthening institutional capacity for curriculum development and renewal, (4) diversifying assessment methods, (5) expanding postgraduate education, (6) expanding innovative formal and informal learning spaces, and (7) using data analytics to promote student success.

Digital learning

The thrusts of the Digital Learning Strategy, developed roughly halfway through the 2015-2019 Learning and Teaching Plan, will be incorporated into the new Learning and Teaching Plan, in order to enable students and staff to benefit from the affordances provided by technology to enhance teaching and provide students with expanded and enriched learning opportunities. The completion of Project Quantum in 2019 has significantly improved internet access university-wide, two fully online programmes were accredited by the CHE, and increased use is being made of blended learning in all Faculties.

Professional Academic Development

In 2019, Senate approved the Wits Framework for Continuous Professional Learning of Academics as University Teachers. This document was developed, in part, in response to the ministerially approved National Framework for the Enhancement of Academics as University Teachers, which articulates an expectation that every university will have such a document. In 2019, the Centre for Learning, Teaching and Development (CLTD) provided 62 professional learning events for academics, as well as offering individual support to academics, and, together with the School of Education, co-teaching on the Post Graduate Diploma (Education) in the field of Higher Education.

Framework for Student Success

At the final meeting of 2019, Senate also approved the Wits Institutional Framework for Student Success. The framework was developed through a consultative process in response to the need for an institution-wide, student-centred and holistic approach to promoting student success. Implementation and ongoing development of the framework will be the responsibility of a strengthened and expanded Student Success Committee from 2020 onwards.

Throughput and Graduation

There has been a steady increase in throughput, with more students completing their degrees in the required time. An analysis of the throughput rate of undergraduate and postgraduate students at Wits for the period 2015 – 2019 is reflected in the table 3.2.1.1. Whilst the throughput rate of the University can be measured in many ways, it is reflected as the total number of graduates in a particular year, divided by the number of students in that year, which skews the graduation rates.

The best way to measure throughput is to look at the year on year increase over a period of several years. The total postgraduate graduation numbers increased to 37, 48%% in 2019, whilst the undergraduate graduation numbers increased by 62.52% over the same period.

Year	2015	2016	2017	2018	2019
PG Enrolments	11566	12730	13258	14314	15292
PG Graduations	3639	4117	4431	4651	5004
Graduation rates	31.5	32.3	33.4	32.49	32.72
UG Enrolments	21864	24296	24614	25639	25510
UG Graduations	4119	4478	4691	4928	4850
Graduation rates	18.8	18.4	19.1	19.2	19.0

Table 3.2.1.1 Analysis of throughput rates

New Programmes

In 2019, the following qualifications were accredited by the Council on Higher Education (CHE) and registered by the South African Qualifications Authority (SAQA), Advanced Diploma in Technical and Vocational Teaching and Bachelor of Nursing. The following two Postgraduate Diplomas were accredited in distance learning mode and may therefore be offered fully online, Postgraduate Diploma in Business Administration and Postgraduate Diploma in Public Management. These diplomas are the university's first qualifications to be available through this mode of instruction.

3.2.1.2 Research output and research profile

While Wits has achieved good results in terms of research productivity and quality in 2019, it seems that the unprecedented growth in productivity experienced over the past few years cannot continue. Having said this, Wits has continued to deliver quality research publications. 1 963 units of research publications were submitted to the Department of Higher Education and Training in 2019. Of the 1 963 units an amount 1 878 units were approved for publication. This constitutes an approval rate of 96% for 2019 and an average approval rate of 97% over the last five years, a rate which Wits is proud of.

To this end, it is pleasing to note that 95% of Wits' research output was published in international journals, according to the new approved indices, and 69% in the prestigious Web of Science (ISI) accredited journals. According to the Web of Science, 37 of Wits' journal articles published in 2019, were regarded as 'Highly Cited'. This means that these publications were considered as falling within the top 1% of global publications, separated by the number of citations received and seven publications were considered as 'Hot Papers', placing these publications within the top 0.1%. In 2019, we also saw an unprecedented number of Wits authored journal articles being published in three key broad-discipline journals of high ranking, namely in Science (seven articles), Nature (9) and the New England Journal of Medicine (6). This constitutes a total number of 22 publications which is 120% more than was published in 2018.

Wits continues to enjoy the talents of 424 NRF-rated researchers, 27 of whom are A-rated. Wits also continues to host 30 South African Research Initiative Chairs, which now include one new Chair awarded in 2019 and six DST-NRF Centres of Excellence (CoEs).

As was the case in 2018, Wits' research in 2019 remained primarily focused on work in the areas of the Sustainable Development Goals and the 4th Industrial Revolution, which included co-hosting the #4IRSA Summit in July 2019. This event was attended by the Honourable President Ramaphosa and explored the impact which the 4th Industrial Revolution will have on the economy, higher education, the future of work, inequality, citizens, society and the state.

Wits also reported 12 major discoveries emanating from research. These discoveries were reported in the media. The advertising equivalent generated by these announcements was worth approximately R 15.6 million. These discoveries ranged from the discovery of the landing site of the Benenitra meteorite to the world's first HIV positive living donor liver transplant by Wits Donald Gordon Medical Centre.

Of great pride to Wits was the award of the Order of Mapungubwe to Professor Thokozani Majozi and the Order of Luthuli in silver to Emeritus Professor Yosuf Veriava. Other prestigious awards included the National Science and Technology Awards for Science Communication and Materials for Inclusive Economic Development to Ms Shirona Patel and her communications team and Professor Alex Quandt, respectively.

Wits continues to establish new institutional partnerships and to build on existing partnerships. A number of new partnerships with Universities from the BRICS group of countries have been forged. The partnership with IBM continues to deliver fruitful benefits for research, especially in the field of Quantum Computing. This partnership will include a number of other South African Universities and Science Councils. Wits has also continued to participate in the African Research Universities Alliance (ARUA), which has now secured significant funding for the establishment of 13 Centres of Excellence. Wits continues to include the Universities of Venda and Limpopo in most funding applications to international organisations. In addition, Wits entered into agreements with the Brookhaven Institute in the USA and the Brazilian Synchrotron Light Laboratory to allow academics to use both their synchrotron facilities. We have also established the Gauteng Research Triangle which is a Consortium of three Gauteng based Universities (i.e UJ, UP and Wits) to drive research and innovation in Gauteng.

Our research income also increased by 10%-15% in 2019.

3.2.1.3 Technology and infrastructure

Project Quantum, the University's flagship ICT upgrade project was completed in 2019. The University's entire networking and security infrastructure has accordingly been expanded and upgraded. Shortly thereafter the University's e-mail server was migrated to the Cloud in terms of the approved Cloud Strategy for the University. Tied to this, was the implementation of an approved Cyber Security Strategy.

We also commenced the implementation of a Smart Classrooms Solution Project. In addition several libraries were upgraded or repurposed in line with the University's strategy to reimagine the Wits libraries to suit the needs of a 21st century research-intensive university.

A number of buildings were expanded, redeveloped and/or refurbished in 2019 in terms of the University's infrastructure plan.

We have rolled out several green and sustainability initiatives. These include the rollout of a Rooftop Photovoltaic (PV) System, Residence Hot Water Systems Efficiency Projects, Bulk Water Storage Systems, Building Management Services and the replacement of some University-owned petrol vehicles with eco-friendly carbon emission reduced diesel vehicles, amongst other things.

We continue to improve urban management in an around campus, through an inter-departmental task team, the Braamfontein Improvement District, and engagements with the City of Johannesburg and SAPS. Crime within the precinct has reduced significantly through this initiative and due to the ramping up of internal security measures such as the establishment of a crime prevention unit and the roll out of a visitors management system.

3.2.1.4 Finance (Stability)

Wits University is committed to upholding the principle of access to quality free higher education for those who cannot afford it. Several concessions were made over the last four years, which have enabled a greater number of students, including international students, to register. The clearing of historical debt by the State for certain groups of students and Wits' waiver of the first fee payment in January, also led to increased access for students. All students are now able to ascertain their progression status, regardless of whether they have outstanding debt. In addition, all students who owe R15 000 or less and are eligible to graduate, are in fact allowed to graduate, provided that they sign an acknowledgment of debt to repay the funds. Returning students found eligible for NSFAS funding have also been placed in residences and granted allowances pending the receipt of funding from NSFAS. Students who had historical debt of R10 000 or less have also been allowed to register. In addition, students owing more than R10 000 have been allowed to register provided that such students pay 50% of the historical debt and sign an acknowledgement of debt in relation to the balance of the debt. Where students complied with the terms of the acknowledgement of debt, Wits granted a further concession by forfeiting the interest charged on outstanding debt.

In addition, the University contributed an amount of R13million towards a Hardship Fund in 2019. Through this Fund, Wits has assisted hundreds of 'missing-middle' students who experienced financial hardship by contributing towards the payment of their registration and accommodation fees. The University has also allowed students who owe less than R100 000, and who have applied to the Hardship Fund, and who are eligible to be funded, but who were not assisted due to limited funds being available, to register upon signing an Acknowledgement of Debt.

Wits registered 7 511 NSFAS funded students in 2019. Funds were raised from a number of public and private sources to enable the provision of funding and loans to students who come from households with an annual income of between R122 000 and R600 000, referred to as the missing middle. Despite the best efforts by Wits in this regard, the funding of the missing middle remains a challenge.

Moreover, R98,6 million of Council funding was allocated to scholarships, bursaries and financial aid in 2019 to improve access to students.

In terms of macro finances, Wits continued to strive to raise additional income and manage expenditure appropriately in order to ensure the financial stability and sustainability of the University over the long term. The operational results for the year ended 31 December 2019 was a surplus of R441 million against a break-even budget in relation to Council-controlled funds. The surplus is as a result of the following factors:

- Items of a long term and capital nature (market adjustment of investments, post-retirement medical aid revaluation provision, deferred depreciation on ICT project) R191m;
- Long and short term operational (investment income) R162m;
- Annual operational surplus (expenditure savings less income shortfall) R88m; and
- In summary, R170m operational surplus will be used to offset unbudgeted COVID-19 induced costs and strategy imperatives that could not be accommodated in breakeven budget for 2020.

Part of the surplus was allocated to the Faculty of Science and the Faculty of Engineering and the Built Environment to develop postgraduate laboratories to accommodate increased postgraduate enrolment targets.

For the financial year 2020 the objective is to achieve a break-even budget. The initial budget was compiled using parameters of a 7% increase on fees, an increase of 7% on people costs and an increase of 5.5% in operational costs. During the budgeting process, the DHET indicated that tuition fees should increase by 5.4%. The final budget was approved using this increment. The University Council approved the 2020 budget of R10m deficit, i.e. a break-even budget, and a budget deficit of R31 million for residences before IFRS adjustments.

In addition and in the endeavor to ensure the financial stability and sustainability of the University, the Chief Financial Officer developed a five year financial strategy.

The first proceeds of the Option over the University's 300-hectare property known as the Frankenwald Property were paid to the University in 2019. The proceeds generated from the commercial arrangement in relation to this property will be placed in a student endowment fund that will enable access for talented students, from poor and marginalised communities.

Finally, the Wits Centenary Campaign is underway and will involve several alumni and donor engagements both locally and internationally over the next few years. Wits' goal is to raise R3 billion by 2022. The total cash and pledges raised under the auspices of the Centenary Campaign is steadily growing and was in the region of R1,120 billion by the end of 2019

3.2.1.5 Transformation

It has been almost four years since the University adopted an accelerated transformation programme, which focuses on eight priority areas. The programme has been reviewed intermittently throughout the implementation phase and some structural adjustments were made in recent years, including the re-establishment and training of transformation committees at the school, faculty and divisional levels and the determination of their respective mandates.

Wits' transformation has been phenomenal in the last two decades. It is one of the most demographically representative research-intensive universities.

Overall, we have increased Black academic staff from 39.97% in 2013 to 50.7% in 2019 and moved from 50.58% male and 49.42% female academic staff in 2013 to 49.42% male and 50.48% female in 2019. This change, however, remains low at the professoriate level but is expected to grow over time. Targeted interventions such as enabling grants, the New Generation of Academics Programme and the VC's Equity Fund have proven successful and will assist in increasing these numbers in the future. To date, 37 appointments have been made and 54 enabling grants worth R7.3 million have been awarded to academics across all five Faculties. Fifteen academics have been promoted through the enabling grant plan across all Faculties. Anecdotal feedback suggests that this programme has been successful. Wits has also been awarded a grant to formally review this component of the transformation programme over a 12 month period. This review will enable Wits and other universities to better understand the barriers to and enablers of success and will aid in planning for the next stage of the transformation and staff development process.

Another aspect of diversifying the academy which is often not spoken of is the Professional and Administrative Staff (PAS) who keep our institution running. We are pleased to report that since 2013, we have met and exceeded our targets both in terms of race and gender in our professional and administrative staff domain. In 2013, 80.98% of PAS were Black and this has now grown to 93.4%, with Black African staff increasing from 61.39% to 82.4%. In terms of gender, we have achieved gender parity in terms of PAS with just over 50% of staff identifying as female in 2019 except at the Grade 4 level.

In addition, more than 47% of Wits' student population are first generation university students, and 40% of first year students in the Faculty of Health Sciences come from rural and quintile 1 and 2 schools whose students come from the most socially disadvantaged communities. Government reforms since 2017 have enabled access for students who come from families with an annual household income below R350 000. However, the vast majority of Wits students come from the 'missing middle' who are too rich for NSFAS and yet unable to afford the full costs of study at our University. This challenge needs to be addressed at both the systemic and institutional level. At the institutional level, we have redirected all institutional scholarships to 'missing middle' students. We have also as part of the Centenary Campaign established a student endowment fund, the proceeds of which will be directed to subsidise the costs of tuition for 'missing middle' students.

Insourced employees have now been fully integrated into the Wits system. Programmes to upgrade the qualification levels of insourced employees are continuing. These include the participation of insourced employees on learnership programmes. Efforts to acculturate insourced staff within the institution continues to be an area of focus.

Approximately 20 Wits buildings, spaces and places and several sites were named or re-named in 2019. Our naming philosophy stressed not only names of prominent individuals and women but also the evocative description of symbolic events or places. Of course much renaming still needs to happen. This is therefore an ongoing transformation priority for Wits and the Centenary Campaign provides us with an opportunity to recognise prominent donors and historically unrecognised members of our University community.

The University has worked at various levels around curriculum reform, including: holding discussions on how to decolonise and renew the curriculum in certain disciplines; the introduction of a common first year engineering programme; content change in terms of diversity and inclusivity through programmes addressing retention issues and barriers to success, including eco-social and psycho-social aspects; and a five year teaching and learning strategy which includes a strong blended learning and digital component and innovative ways of learning. There have been two sets of reforms one

technical and one that speaks to pedagogy. The discourse in the University seems to be polarised between these two different categories of reforms where many do not see these technical reforms as part of the decolonisation process. Clearly both categories of reforms are essential and it is important that the discourse recognises the imperative of both reforms. There accordingly remains a need to discuss specific reforms at the curriculum level.

The three phased Language Policy Implementation Plan is fully underway. Phase 1 focuses on the introduction of a multilingual linguistic landscape and branding; Phase 2 on the development of materials and resources for the teaching of isiZulu, Sesotho and South African Sign Language (SASL); and Phase 3 on the development of the linguistic abilities of staff and students in English, isiZulu, Sesotho and SASL. Signage and branding continues to be rolled out in accordance with the Phase 1 imperatives, and teaching materials have been updated and extended with training being provided to postgraduate language teaching assistants. These first two phases are now part of standard University processes and are thus complete. In terms of phase 3, students' English writing and critical skills are being addressed by Faculties according to the needs of students.

The transformation of Wits' institutional culture remains a priority. Tremendous efforts continue to be made to address this. The Gender Equity Office, Disability Rights Unit and Transformation and Employment Equity Office have implemented several initiatives in this regard.

In addition, the Dean of Student Affairs supported by the Head of Campus Housing and Student Life and the Student Development and Leadership Unit have implemented a range of programmes to promote diversity and to explore the experiences of students in residences. Wits also resolved to prioritise accommodation for first years. In 2019, the intake of first year students into Wits' residences increased from 20% to 28%. It is envisaged that the first year student intake in residences will be increased to 50% by 2021.

It is clear that some transformation pillars in Wits' transformation programme have been achieved, some will remain ongoing, and others require prioritization. It was for this reason that in 2019, I solicited the views of all stakeholders and members of the community to enable a thoughtful and productive engagement on how we take our institution forward in this regard.

3.2.1.6 Institutional Culture

The transformation of the University's institutional culture remains a challenge. Whilst tremendous efforts have been made through the implementation of a number of initiatives such as climate surveys and dialogues, some serious discrepancies in how we engage with and relate to one another remain. The Transformation and Employment Equity Office is accordingly implementing a comprehensive programme comprising of Diversity and Inclusion Training workshops, dialogues, focus group discussions, tailored solutions for faculties and other interventions to address this.

A comprehensive health and wellness plan for staff has also been introduced and is fully underway. We have also developed and implemented a multi-pronged mental wellness strategy for students. Initiatives rolled out as part of this strategy, include a 24 hour Care-Line and weekly psychiatric services amongst other things.

The Wits Gender Equity Office also rolled out initiatives to address the scourge of Gender Based Harm. Through Universities South Africa, Wits engaged with the Minister of Higher Education around interventions and initiatives to tackle this scourge.

In a bid to make our campus safer, a full security plan was approved in 2019 which enabled the establishment of a crime prevention control team comprising of appropriately trained security personnel to deal with incidents of crime and violent protest on campus.

3.2.1.7 Operational efficiency and effectiveness

Wits University strives to improve the academic experience through ensuring that administrative systems and processes are positioned to provide effective and efficient services to students in person and electronically.

One of the most important services that Wits offers in this regard, is a move towards streamlined admission and registration processes. In 2019, Wits introduced a number of enhancements to its online application and registration system. The total face-to-face registrations were 13 132 and the total online registrations were 26 344.

The University continues to conduct multiple surveys in order to measure its satisfaction with various University processes. These included registration and enrolment surveys, in order to determine the percentage of students who used online registration, the accessibility of the system, and the length of the process. Wits also conducted a biographical questionnaire that sought to determine the background of students coming to the University and to determine how the University could better support individual students. A graduate exit survey and employability survey was also conducted.

We have also successfully rolled out a document management system in our Central Records Office and have started the process to store undergraduate and postgraduate records on this system.

3.2.1.8 Impact

Wits has made every effort to drive knowledge projects which are impactful and socially utile. Our research has influenced policy making in certain areas and many of the innovative products developed by our researches have addressed societal challenges. These include amongst other things, the appointment of our academics to the Presidential Economic Advisory Committee and the appointment of our Deputy Vice-Chancellor to the Task Team established to study the impact of the 4th Industrial Revolution on Higher Education in South Africa. Our academics have contributed and/or given input into the development of legislation such as the National Health Insurance Bill and the Copyright Amendment Bill.

We have also established a Research Centre on Inequality to promote economic, social and political policies and inclusive economic growth and have developed a health economics research and teaching programme to support improved health outcomes. We initiated a three year African Academy of Migration Research Project and initiated the development of a big data project in health together with Vanderbilt University Medical Centre with a view to establishing an entity which specialises in production of antibodies for treatment of emerging diseases. Our “Green chemists”, in collaboration with other Universities, are using cashew nut shells, to produce new aromatic compounds that show good UVA and UVB absorbance, which when applied may protect humans and livestock harmful rays from the sun. Wits and the University of Central Florida have developed Gold complexed compounds with activity against mycobacterium tuberculosis and mycobacterium obscussus.

These are but some of the plethora of research projects delivered by Wits that impact positively on society and drives our economy forward.

3.3 Human Resources

3.3.1 Adequacy of staffing levels, particularly in critical areas

As part of the preparatory work leading up to the completion and submission of the annual Workplace Skills Plan (as per the Skills Development Act of 1998), the Human Resource Development Unit (HRDU) gathers information related to scarce and critical skills.

To initiate this overview, the following key definitions are important:

Scarce skill	Refers to an absolute or relative demand for skilled people to fill particular roles, professions or occupations in the labour market.
Critical skills	Refers to the demand for an element of the practical, foundational or reflexive competence that allows for specialisation within roles, professions or occupations and includes specific ‘top-up’ skills. Particular specialization “top-up skills for roles/professions or occupations ‘top-up’ might have arisen as a result of changing technology or new forms of work organisation.

Table 3.3.1 Scarce and critical skills

The gathering of information relating to Scarce and Critical Skills is vital as it allows us to channel the results towards our Talent Management efforts, from both an acquisition and retention perspective, and also from a staff development perspective.

The scientific rigour with which the Scarce and Critical Skills shortages are identified, recorded and collated, needs improvement. It is important for the organisation as a whole to support the process of submitting information relating to Scarce and Critical Skills in each of the different faculties, schools and departments so that the data collected represents the full picture. Unfortunately, however, many faculties and schools and departments do not understand the importance of this information and/or the data-gathering exercise, and therefore, do not participate or submit information.

Also, the process of gathering the feedback is an ad-hoc, based on the inputs of individuals in a subjective manner, rather than based on data extracted from an integrated HR system which is aligned to job profiles, succession planning, talent management and personal development.

Wits makes use of an annual survey targeted at Heads of Schools and Heads of Department, in order to get a sense of the picture at Wits. The report that follows will provide a brief narrative on the information gathered from these respondents.

Scarce Skills

Scarce skills are directly linked to the University's ability to fill vacancies quickly with suitably qualified or talented individuals, and thus have particular significance for the University's recruitment and selection strategies. The Scarce Skills results at the University, reflect similar trends in the national skills constraints. Such constraints are evident in the areas of Information and Communications Technology (ICT), Engineering, Medicine, the Technical Sciences, and Accounting and Mathematics. In particular, the faculties of Health Sciences and Engineering and the Built Environment, often struggle to fill vacancies given the skills demand in their respective subject areas. Potential incumbents who have the necessary knowledge and skills are attracted to the industry, as it offers lucrative salary packages. Coupled with these real issues, the academy's requirements that staff members pursue a PhD qualification serve as a disincentive for individuals to pursue careers in institutions of higher learning.

Consequently, many of the prospective skilled individuals pursue careers in the private sector for financial rewards rather than in a university, where they are expected to develop the next generation of graduates and attain doctoral level qualifications. In order to ensure availability of academic staff, the University has embarked on a strategy to increase the number of distinguished professors and post-doctoral fellows in an effort to develop a new generation of academics, and diversify the staff profile. The University is also encouraging academic staff to be rated with the National Research Foundation by offering deferred retirement for those who are A-Rated researchers.

Critical Skills

Critical Skills have particular relevance and significance to the Human Resource Development function of the University. These generic developmental needs are addressed through the Human Resource Development Unit (HRDU), and the Centre for Learning, Teaching and Development (CLTD), along with several other internal training units. The critical skills list provides a direct indication of the kind of training and development that needs to be prioritised in any given year. In 2019, the following again emerged as the priority training requirements:

- Report writing;
- Financial analysis;
- Data analysis;
- Managing diversity;
- Leadership development programmes;
- Project Management;
- Negotiation skills;
- Research skills;
- Conflict resolution;
- Writing funding proposals;
- Writing journal articles;
- Oracle finance; and
- Information systems.

These need to be addressed through the various training menus, as offered internally by the Human Resource Development Unit, the Centre for Learning, Teaching and Development, and other training units, and externally through targeted short courses through other providers.

Transformation, Progression and Adequacy of Staffing Levels

Following the insourcing project, the University has had to address the development of new target audiences within the University community. In a bid to ensure transformation and progression, the University has invested in Learnerships to address basic education needs.

National Learnership in Business Administration

In seeking to ensure a relevant learning pathway and opportunity for newly insourced staff and Wits staff at lower grade levels, the HRDU introduced the national Learnership in Business Administration in 2017, and continued the roll-out in 2018. The Learnership is multi-tier and spans the National Qualifications Framework (NQF) levels 2, 3 and 4. It provides a pipeline to help individuals progress to NQF Level 4, thereby opening doors for further study at diploma and other NQF levels.

Orientation of Insourced Staff

HRDU, in conjunction with other support units, facilitated the rollout of Orientation sessions to more than 1 500 newly insourced employees. This is in addition to the usual Induction programmes facilitated by HRDU to the wider Wits community.

3.4 Strategy and Strategic achievements

Wits continues to participate in the World University Rankings as part of its objective on Global Benchmarking and Positioning guided by the Wits 2022 Strategic Framework.

The University has improved its performance on the international rankings system, as reflected by the Times Higher Education (THE) rankings only, for the academic year 2019 (Table 3.4.1) this table no should change. In comparison with other South African universities, Wits is ranked at either number 1 or 2 by the three major world university rankings agencies.

World University Rankings		2015	2016	2017	2018	2019
ARWU (Academic Ranking of World Universities) [Shanghai Ranking]	Academic Ranking of World Universities	201 – 300	201 – 300	201 – 300	201-300	201-300
	Rankings in South Africa	1 – 2	1 – 2	1	1	1 – 2
	Rankings in Africa	1 – 2	1 – 2	1	1	1 – 2
CWUR (Center for World University Rankings)	Center for World University Rankings	149	176	181	230	254
	Rankings in South Africa	1	1	1	2	2
	Rankings in Africa	1	1	1	2	2
THE (Times Higher Education)	THE World University Rankings	251 – 275	201 – 250	182	251-300	194
	Rankings in South Africa	2	2	2	2	2
	Rankings in Africa	2	2	2	2	2
	Emerging Economies Rankings	14	6	8	12	11
	THE Alma Mater Index: Global Executives Rankings 2017	Wits is positioned 54th among the world top 100 universities from which Fortune 500 CEOs graduated. The only African university in this ranking.				
QS (Quacquarelli Symonds)	QS World University Rankings	318	331	359	364	400
	Rankings in South Africa	2	2	2	3	2
	Rankings in Africa	2	2	2	3	3
	QS University Rankings: BRICS	31	28	26	36	40
	QS World University Rankings by Subject	Ranked in 9 out of 30 Subjects	Ranked in 11 out of 36 Subjects. Top 20 for 1 Subject: Development Studies	Ranked in 17 out of 42 Subjects.	Ranked in 22 out of 48 Subjects.	Ranked in 25 out of 48 Subjects.
				Top 20 for 1 Subject: Development Studies	Top 20 for 2 Subjects: Development Studies & Engineering – Mineral & Mining	Top 20 for 2 Subjects: Development Studies & Engineering – Mineral & Mining

Table 3.4.1 International ranking system

Strategic Planning Initiatives undertaken

Several institutional surveys and research studies are conducted by the Wits Institutional Research (IR) Unit to ensure that the University is still on track with creating a healthy environment, free of prejudice, gender and race discrimination, supportive of all students and university stakeholders regardless of their status taking into account power differentials.

Some of the surveys and research studies conducted include the Student Biographical Questionnaire (BQ) which provides a better understanding of the students' background, their strengths and needs, thus allowing the university to allocate appropriate support to the students; First-Year Student Experience Survey, which facilitates the refining of student support services to better align with student needs; and the Graduate Exit Survey, which ascertains the employability and impact of Wits graduates in industry, and their contribution to society.

The rate of employability of Wits graduates was recorded at 53% in 2019, which is a 1% increase compared to the previous year. In addition, 93% of Wits graduates secure employment within six months of graduating.

Additional innovative projects focusing on student success include studies on Student Mental Health, Student Food Security and other critical national challenges that may impact on institutional strategies and the higher education sector.



3.5 Transformation

The University of the Witwatersrand (Wits) adopted an accelerated transformation programme in 2015 which outlined eight priority areas. The programme was reviewed intermittently throughout the implementation phase and some structural adjustments were made in recent years. This included the re-establishment and training of transformation committees at the school, faculty and divisional levels and the determination of their respective mandates.

This report provides a summary of progress made in the eight priority areas. It also reports on its flagship programme, the Wits Sexual Orientation and Gender Identity (SOGI) Advocacy Programmes.

The University of the Witwatersrand (Wits) adopted an accelerated transformation programme in 2015 which outlined eight priority areas. The programme was reviewed intermittently throughout the implementation phase and some structural adjustments were made in recent years. This included the re-establishment and training of transformation committees at the school, faculty and divisional levels and the determination of their respective mandates.

This report provides a summary of progress made in the eight priority areas. It also reports on its flagship programme, the Wits Sexual Orientation and Gender Identity (SOGI) Advocacy Programmes.

3.5.1 Transformation management initiatives

Diversifying the Academy endeavour is a major strand of the University's current transformation programme. In 2018/19, R9 million was committed to the programme in addition to a budget of R45 million which was dedicated in 2015/2016. This budget is used for making new appointments and allocating grants to enable African and Coloured academics to apply for promotion to the professoriate. The Transformation Implementation Committee and the Transformation Steering Committee, continue to function. These committees are responsible for implementing the allocation of funds and monitoring progress and advising on policy and programmatic action respectively. To date, 36 appointments have been made and 54 enabling grants worth R7.3 million have been awarded to academics across all five faculties. Eleven academics have been promoted through the enabling grant plan across all faculties. In 2019, six new academic appointments were made.

Several initiatives, including the New Generation of Academics Programme and the VC's Equity Fund have been in place for several years, funded both from the University's own funds, state subsidy and donor or third-stream funds. These include programmes that are managed via the University's central transformation, human resources and research offices, as well as those that are diffused at the faculty and school levels

Anecdotal feedback suggests that this programme has been successful. The University was awarded a grant in 2019 to formally review this component of the transformation programme over a 12 month period from July 2019. This review will enable Wits and other universities to better understand the barriers and enablers of success and will aid in planning for the next stage of transformation and the staff development process.

3.5.2 Institutional Transformation and workplace equity

Insourcing

The University has successfully insourced 1 576 employees and is working towards the harmonisation of salaries, benefits and the conditions of service of these employees. An ongoing programme to upgrade the qualification levels of insourced employees, including those on the University's learnership programme was introduced by the Human Resources Development Unit, with funding from the ETDP-SETA. Sixty two out of seventy three employees have since graduated at the NQF levels 2 and 3. Supervisors and employees have also been exposed to the employee relations policy and other University rules, policies, and procedures.

Institutional naming

A new naming policy was previously 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

In line with calls to decolonise the curriculum and as part of the University's regular review of academic programmes, a substantial baseline survey of the University's curricula was conducted, in line with the Higher Education Qualifications Sub-Framework. The report demonstrates that while there has been a remarkable effort to respond to students' demands for transformation at the faculty level, with many creative initiatives, and much ongoing critical reflection and discussion, there remains the need to create more effective cross-faculty collaboration and coordination to advance University-wide strategies.

In terms of curriculum renewal, the report details extensive ongoing discussions and critical reflections on how to decolonise the curriculum. In general, it demonstrates that there has been a significant promotion of scholarship of teaching and learning in relation to curriculum renewal, and a move towards a distributed leadership model in terms of coordinating initiatives. The introduction of a common first-year engineering programme is one of the outstanding examples, which has now been structured to enable students who are not successful in some first semester courses to repeat them during the break or in the second semester, so that the students do not lose an entire year. There has been a complete overhaul of the architecture and built environment programmes and tremendous transformation in programmes based in the humanities and health sciences faculties, including the introduction of a compulsory African language in some programmes.

In terms of initiatives to increase diversity and inclusivity, the report details structural changes through biographical questions and first-year surveys; curriculum conversations between staff, students and employers; increased student representation on committees and platforms for curriculum reform; the reassessment of admissions policies; the introduction of flexible degree programmes and the provision for part-time students.

It further demonstrates content change in terms of diversity and inclusivity through programmes addressing retention and barriers to success, including eco-social and psycho-social aspects; the construction of common first year courses and the continued bridging courses for learners and part-time classes for adults. The integration of counselling expertise in course content or in mediations between students and staff; the inclusion of African perspectives and contributions to modern science, as well as the incorporation of African languages and cultural narratives into critical thinking courses; and addressing the needs of top learners, is also included.

In terms of participation in curriculum design and development, the report demonstrates that there is strong student involvement in curriculum design and awareness to increase student involvement, including on major committees; that students and recent graduates are aiding research into teaching practice, and the information received is fed back into curriculum design; that there is an incorporation of the views of potential employers; industry and professional bodies as well as an adaptation of curricula to market and national needs.

Language policy

Focused attention on the implementation of the Wits Language Policy began in 2018 with the inception of Phases 1, 2 and 3 of the Language Policy Implementation Plan. Phase 1 focuses on the introduction of a multilingual linguistic landscape and branding; Phase 2 on the development of materials and resources for the teaching of isiZulu, Sesotho and South African Sign Language (SASL); and Phase 3 on the development of the linguistic abilities of staff and students in English, isiZulu, Sesotho and SASL. Signage and branding continue to be rolled out, and teaching materials have been updated and extended with training provided to postgraduate language teaching assistants. These first two phases are now part of standard University processes and are thus complete. In terms of phase 3, students' English writing and critical skills are being addressed by faculties according to the needs of students.

Faculties are increasingly adopting discipline-based writing intensive courses, largely owing to the Writing Intensive Programme (funded by the University Capacity Development Plan grant) and managed by Dr Pam Nichols, and are proving effective in improving students' writing skills. Three faculties have made significant progress with regard to instituting an African language requirement: Humanities, Health Sciences and Engineering. Discussions with schools in the Built Environment, and the faculties of Commerce, Law and Management, and Science on how best to achieve African-language proficiency amongst students continue. Various levels of English and African language courses are available to staff.

In 2019, two critical areas of the Language Policy Implementation Plan were initiated: creating multilingual teaching spaces through translanguaging and terminology development within disciplines. The University has also embarked on a strategy to include isiZulu and SeSotho in its signage, stationery, banners and other material and is ensuring that all important documents are translated into the University's official languages. The Language Planning and Development Board also held a very successful Symposium on African Languages and Multilingualism in September 2019.

Institutional culture

Tremendous efforts have been made to address the University's institutional culture and to change the internal climate, but this aspect of the transformation programme remains a challenge.

The University remains a divided community, where diversity is sometimes not sufficiently appreciated. There are instances where members of minority groups feel silenced and where incidents of discrimination, be it gender-based harm or the marginalisation of people living with disabilities continue to be reported. Racial tensions are also sometimes exploited to divide the community.

This is an area of transformation that requires the reflection, engagement and action of the entire University community. The Transformation and Employment Equity Office designed a comprehensive programme comprising of Diversity and Inclusion Training workshops, dialogues, focus group discussions and other interventions, but some serious discrepancies in how we engage with and relate to one another remain. Whilst there is still a long way to go towards addressing the University's institutional culture, faculty and school transformation committees have been established and tailored solutions for faculties have been developed. However, much more effort has to be invested in this component of the transformation programme, from all sectors of the Wits community.

A comprehensive health and wellness plan for the University has also been introduced.

Promoting a diverse and cosmopolitan residence life experience

The Dean of Student Affairs, supported by the Head of Campus Housing and Residence Life, the Student Development and Leadership Unit and the Transformation and Employment Equity Office has implemented a range of programmes to promote diversity and to explore the experiences of students in residences. One of the major discrepancies that have been detected, pertains to the chasm in the experiences of residence and day students, requires attention. A strategy for day students is thus being constructed.

Given that over 95% of occupants in Wits' residences are black students, management supports Council's decision to postpone the diversification of the residences in the short-term, until the sector can adequately meet the demand for affordable student accommodation. It is acknowledged that diversity goes beyond race, and includes gender, (dis)ability, sexual orientation, religious and cultural tolerance, etc. To this extend, a number of initiatives are in place to ensure that residents benefit fully from the residence experience. The demand is for approximately 13 000 beds, with the University only offering about 6 200. Private accommodation is available in and around the University's campuses, but is often not affordable to students.

Acknowledging the context and the demand for affordable student accommodation, a major focus in the residence life portfolio is the creation of a residence culture that is supportive of the University's academic mission. In 2019, the intake of first-year students into Wits' residences was increased from 20% to 28%. This is in line with the University's ambition to ensure that first year students are appropriately supported, and that the foundation for future academic success is laid in the early years of study. It is envisaged that the first-year student intake in residences will be increased to 50% in the medium term, and that residence life and culture will be reviewed to ensure a welcoming, inclusive, and supportive environment with academic success and the holistic development of students at the core.

Private accommodation service providers are also being accredited and will be required to provide additional student facilities and support, rather than just the infrastructure in the future.

Access to higher education

Whilst Wits seeks to become more of a postgraduate institution, it remains committed to increasing access for students. Despite the transformation of the University's demographics, which are in line with national norms, funding and the lack of accommodation remain significant challenges. Wits has made several concessions over the last three years, which has enabled a greater number of students to register.

The University administers over R1 billion in financial aid, scholarships and bursaries annually. On 16 December 2017, the Presidency announced that free education would be phased in over five years from January 2018. This translates into free education for students who come from homes that have a collective annual household income of R350 000 or below, which applies to about one fifth of Wits' students. For 2019, this dispensation applied to first-year and second-year students only. About 25 000 of Wits' 38 000 students are on some form of financial aid, scholarship or bursary. The majority of students at Wits fall into the "missing middle" category, those who are too wealthy to qualify for funding from the National Students' Financial Aid Scheme (NSFAS) but too poor to pay their own way.

Wits has also increased its own funding for students through the introduction of the Wits Hardship Fund in 2019, setting aside more than an additional R13 million to assist students who are experiencing financial hardship by providing funding relief towards registration and accommodation assistance. This Fund is utilised to assist students in the missing middle income category (with a R600 000 and below household income), to contribute the required 50% of historical debt in order to register, and to ensure accommodation assistance. In 2019, 297 students received registration assistance, amounting to R8 million from the Fund. A further 244 students were furnished with accommodation assistance, amounting to R5 million and sponsorship arrangements with a private accommodation service provider. In addition to the Wits Hardship Fund, another concession was made in order to assist students to register. Students who had been re-admitted from an academic perspective and owed less than R100 000, and who had applied to the Wits Hardship Fund, and who were eligible to be funded, but who could not be assisted due to limited funds, were assisted to register once they had signed an Acknowledgement of Debt agreement. Approximately 296 students were assisted in this manner.

Numerous student support programmes have been instituted by faculties and the Dean of Student Affairs, including identifying and addressing students at risk and the implementation of at least three programmes to ensure food security for students. The food security programme supports 1 000 Wits students with a daily meal, a food bank is available to students for monthly non-perishables parcels and students are involved in a food garden initiative to grow fresh vegetables in support of the programme. In addition, the University has implemented a comprehensive mental wellness programme for students, including increased staffing capacity via the Counselling and Careers Development Unit (CCDU) and the introduction of a 24-hour Wits Care Line and App, to try to address issues around mental wellness on campus.

Apart from the attempts to lower the financial barriers to access, the University has also extended its part-time offerings through the WitsPlus platform. New part-times programmes like the BA Law and BCom Law have been introduced. Many students have registered for the new part-time BSc Engineering programme and students who wish to transition from a normal degree into the Graduate Entry Medical Programme can now access a bridging programme via WitsPlus.

Tremendous progress has been made in the majority of areas related to transformation as outlined above. However, several hurdles remain and new challenges develop intermittently. It is for this reason that a revised transformation programme will be conceptualised for implementation from 2020 onwards.

Sexual orientation and gender identity advocacy programmes

The Wits Sexual Orientation and Gender Identity (SOGI) Advocacy Programmes provide the most holistic and comprehensive support available for LGBTIAQ+ students and staff at Wits University, and are recognized in other universities, both on and beyond the continent, as an example of excellence and best practice. The programmes are tailored to support people who are LGBTIAQ+ (Lesbian, Gay, Bisexual, Transgender, Intersex, Asexual and other identities of sexual orientations and genders). There are four key areas that are implemented on an ongoing basis: training, advocacy, support and interventions. Over the course of 2019, 76 new Safe Zones@Wits allies completed their training, facilitated by a rotating team of 16 carefully mentored trainers, who undergo their own Safe Zones@Wits Train the Trainer training.

Advocacy initiatives offered unique, engaging and relevant initiatives, including round tables on intimate partner violence and LGBTIAQ+ traditional African healers, as well as support to the annual Wits Pride, with merchandise and participation in key events, such as a dialogue on sex positivity, hosted by Faculty of Health Sciences students. The new Be True 2 Me support group for transgender staff and students meets every 2nd Wednesday, facilitated by Safe Zones@Wits trainers, and recently hosted a special group with a transgender artist, Sophie Labelle. Some of the most effective interventions took place following the tragic suicide of a gay student, where Safe Zones@Wits allies were able to respond by co-facilitating a session with the former students' peers around his death, as well as through an information table as a space to give students information about queer identities. Safe Zones@Wits remains a key programme across South Africa, an example of best practice specifically in supporting LGBTIAQ+ students, a key population that do not derive support from most other Wits student support initiatives, without the intervention of Safe Zones@Wits allies in those spaces.

3.5.3 The extent to which equity targets in the workplace have been realised

In terms of Section 21 of the Employment Equity Act No 55 of 1998, as amended, the University has successfully submitted the Employment Equity report (Refer to Annexure C), through the online facility, to the Department of Employment and Labour for the 2019 reporting period.

Race	Gender					
	Male			Female		
	EAP	University	% Variance	EAP	University	% Variance
African	45.20%	29%	16.2%	35.80%	33%	2.8%
Coloured	1.30%	1.5%	0.3%	1.40%	3.6%	2.2%
Indian	1.80%	2.3%	0.5%	1.20%	4.4%	3.2%
White	7.30%	7.1%	0.2%	6.00%	9.6%	3.6%

Table 3.5.3.1 Equity targets

Race	2018	2019
African	20%	27%
Coloured	5%	7%
Indian	9%	12%
White	41%	54%

Table 3.5.3.2 Equity targets - year on year

3.6 Quality of information available to management and the administrative processes

The Academic Information and Systems Unit (AISU) is confident that the data provided is accurate. AISU provides regular staff training on data capturing and sends out exception reports to faculties and all other students supporting units regularly in order for data to be corrected. The lists indicate where data is missing or where the data is incorrect.

Over the last few years the errors occurring on these reports have become fewer and this means that staff are more aware of the importance of having accurate data. When the University implemented Student Information Management System (SIMS) we ensured that the necessary validations were implemented to validate the data and therefore help to prevent incorrect data from being captured. Access is granted according to user responsibility and this helps to ensure the integrity of data.

3.7 Institutional Scorecard

The Senior Executive Team, after consultation with various constituencies within the University and with approval from Council determined Key Performance Drivers as set out below in accordance with the University 's vision and strategic goals. 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 SET (Senior Executive team) in driving excellence and improvement by measuring and managing the identified drivers indicated in Annexure D, *Institutional Scorecard*.





SECTION 4

Student Data and Information

4.1 Student Enrolment

The total student intake in 2019 at the University was placed at 40802, (an increase of 2.12 % compared to 2018 (39953), of which 37.48% was postgraduate (against an internal target of 40%). In 2018, student intake was placed at 39953, of which 35.83% was postgraduate. In terms of 2019 student enrolment numbers, the Faculties were ranked in descending order as follows: Humanities (25.08%); Commerce, Law and Management (24.86%); Engineering and the Built Environment (19.41%); Health Sciences (17.07%); and Science (13.58%).

The ratios of student enrolment numbers has changed in the following manner from those reported for 2018: Humanities (-0.38%); Commerce, Law and Management (+0.49%); Engineering and the Built Environment (-0.52%); Health Sciences (+0.25%); and Science (+0.15%).

The factors limiting growth in some areas, for example, infrastructural limitations were considered by Council, and the earmarked funds granted to date by the DHET for infrastructure renewal are acknowledged.

4.1.1 Interaction with schools

In 2019, the Schools Liaison Team visited high schools in provinces nationally. Table 4.1 illustrates the various engagements nationally.

Grade 9 Subject Choice Presentations

The correct choice of subjects is critical to learners wanting to pursue tertiary studies and thus great emphasis is placed on Grade 9 subject choice presentations. The importance of correct subject choices was emphasised, as the subject selection at this stage will determine the programmes available at the undergraduate level upon entering university. Critical areas covered included the subject combinations and the importance of Mathematics versus Mathematical Literacy and their later impact. The number of invitations received for Grade 9 presentations in 2019 totalled 41. The subject choice presentations include key career guidance information on careers, requirements, abilities, interests, personalities and job shadowing. The involvement of educational psychologists and career counsellors employed by many schools in an attempt to assist learners in making the correct subject choices for Grade 10 is noticeable.

Grade 11 Presentations

Presentations to Grade 11 learners are important as they prepare the learners for the matric year ahead. The Grade 11 results are important as provisional decisions for entry into University are made on this basis; the psychological significance of a provisional offer is important for these learners. The Schools Liaison Officers stress the importance of the Grade 11 marks as well as how they relate to admission points and application processes. This enables learners to set their goals and objectives early on, so that they can work towards this requirement in their matric year. A total of 35 Grade 11 presentations were conducted in 2019. This is in addition to the Grade 11 X2Y expos, mentioned later in this report.

Grade 12 Presentations

The Schools Liaison team conducts Grade 12 presentations at feeder schools both in Gauteng and nationally. Presentations were made to Grade 12 scholars in order to advise them on the various programme/career choices available at Wits University. Application procedures were discussed, including closing dates, financial aid, bursaries and scholarships as well as individual faculty requirements. The intention was to showcase Wits as the leading university in the country and on the African continent. 171 Grade 12 presentations were conducted in 2019.

2019 ACTIVITY SUMMARY		
	Total	Total Learners
Grade 12 Presentations	171	22810
Grade 11 Presentations	35	3829
Grade 9/10 Presentations	41	4662
Campus Tours	85	4024
Career Exhibitions / Expo's / Career Days	84	143652
Package drops to schools	323*	
Total events	739	
Total Schools Visited	1035	178977

Table 4.1.1 Interaction with Schools

Package drop comprises of academic point score posters, programme specific posters and Wits pocket.

Campus Tours to Wits

Campus tours were conducted for school groups, individuals and/or families. A typical campus tour itinerary included an information session explaining Wits' selection, application, and enrolment processes, followed by a physical tour of the primary points of interest on the campus. As the traditional "Open Day" has been discontinued, School's Liaison Office (SLO) in collaboration with Marketing ensured dedicated campus tour dates were made available on the Schools Liaison webpage, where bookings were done online by various schools, families and individuals. A total of 85 campus tours were conducted in 2019.

Career Exhibitions/Career Days/Career Evenings

These events are attended in order to facilitate information transfer to larger audiences of learners. Wits University attended a wide range of career exhibitions hosted by various groups. Wits is an active member of both the Career Exhibitions and Information Association (CEIA) and the Career Guidance Programme (X2Y). Career expo's and career days are also privately arranged by the feeder schools themselves, to which Wits is invited as an exhibitor and presenter. Other career expo events are organised by private organisations, government departments and NGO's. A total of 84 events were attended in 2019, where approximately 143 652 learners were engaged with at these expos.



Figure 4.1.1 Attendance at a school career expo

Science, Technology, Engineering & Mathematics (STEM) Events

Science, Technology, Engineering & Mathematics (STEM) events remain a top priority for Wits University. In 2019, the SLO collaborated with the Faculty of Engineering and the Built Environment (EBE), Health Sciences and the Faculty of Science to participate in various events. By attending the STEM events, Wits University is supportive of and contributes to the national objectives of:

- Promoting Science, Technology, Engineering & Mathematics (STEM) literacy among young people and the general public;
- Contributing to the enhancement of learner participation and performance in Science, Technology, Engineering and Mathematics (STEM);
- Identifying and nurturing youth talent and potential in Science, Technology, Engineering and Mathematics (STEM); and
- Providing career education in Science, Technology, Engineering and Mathematics (STEM) based disciplines

1) Eskom Young Scientist Expo

The Eskom Young Scientist Expo is a science fair where students have a chance to showcase their projects based on their own scientific investigations. By participating at the Expo, students increase their awareness of the wonders of science, as well as adding to their knowledge and broadening their scientific horizons. Wits had an opportunity to interact with learners from 35 Expo Regions in South Africa in 2019. The Expo was held at the Birchwood Conference Centre in September 2019, and more than 800 learners attended the event.

2) Sasol TechnoX:

Sasol Techno X took place in Secunda in July – August 2019. This event is the largest STEM career guidance event in Africa and attracted an estimated 20 000 learners from all over the country. Wits postgraduate students from the Faculties of Engineering and the Built Environment, Health Sciences and Science, including the Tshimologong Precinct shared their knowledge and skills with learners using various displays of captivating chemistry, engineering, physics, and virtual reality experiments. Some of the popular experiments and displays in 2019 were the mini Baja car, optical microscope, Arduino nano robot, 3D printed masks; jet engine model; mini 3D printed drone; 3D printed wind up car; Pythagorean cup, elephant toothpaste, dragon's breath, burning ice, flaming hands, ghost imaging, diffraction grating, invisibility cloak and polarization, indoor hydroponics greenhouse, CPR experiments (adults and infants), toy solar cars, revertible energy village and crane made from scrap materials. Wits University's efforts were rewarded with being placed first in the university category for 2019.

3) Wits Mathematics Competition:

The WMC is an initiative that aims to cultivate young talent and promote science, technology, engineering and mathematics (STEM) subjects. It is an attempt to build a problem-solving culture in schools in the Gauteng area and beyond. The School Liaison Office provided administrative support and also included a career expo segment during registration as well as campus tours for the different groups.

Vice Chancellor's Top Applicants Event

Wits hosted its seventh annual Vice-Chancellor's Top Applicants Event on Saturday, 28 September 2019. The top performing learners who applied to Wits to study in 2020 were selected from schools nationally, based on their Academic Point Score (APS) which was calculated from their Grade 11 results and ranged from 53 – 56 APS.

The event provided the country's top matriculants with an exclusive Wits experience. The invited applicants had an opportunity to interact with the Vice-Chancellor, Faculty Deans and representatives as well as various Wits departments including: Wits Sports, the Student Enrolment Centre and the Campus Housing and Residence Life. Faculties presented in venues where all five Faculty representatives addressed faculty specific questions in their respective lecture rooms. In 2019, personalised and interactive tours were done at Tshimologong Precinct, Digi Mine and Health Sciences.

The event was again a huge success, with many learners and parents providing extremely positive feedback. Some of the feedback received included how much they enjoyed the speakers and tours, as well as the personal interaction with specific Wits staff. The event has gained much popularity over the years and we observed a steady number of learners and parents that attended this year's event.

National school visits

Annual reports of first year enrolment statistics indicate that the majority of Wits University first year undergraduate enrolments are obtained from the Gauteng province. In pursuit of academic talent, the School Liaison Office undertakes to provide career guidance to learners in all provinces in South Africa. An important target in the strategic plan is "to increase our enrolments nationally and to attract academically excellent students from across the country". The purpose of the national schools visits includes:

- Attract academically achieving students from top performing schools by providing them with relevant Wits information;
- Promote Wits as one of the top research intensive universities in the world;
- Showcase its international academic standing for its professional degrees and research;
- Provide accurate information about Wits admission requirements and closing dates; and
- Encourage learners to apply on-line, share accurate information regarding bursaries, scholarships and other means of financial aid.

Provinces visited in 2019:

Eastern Cape

The first presentation based regional trips were to Port Elizabeth and East London, and took place from 27 January – 01 February 2019. 40 schools were visited in total. Port Elizabeth included visits to the following academically excellent schools: Grey Boys High, Victoria Park, Collegiate and Theodor Herzl. East London included visits to the following academically excellent schools: Stirling High, Clarendon Girls, Selborne College, Gonubie and Hudson Park. We engaged with approximately 5715 learners.

The second presentation based regional trip was to Umtata, and took place from 29 April – 01 May 2019. 14 schools were visited in total. Umtata included visits to the following academically excellent schools: Holy Cross Senior Secondary, Holy Cross Centre, Umtata high School, St John College and Zimele Secondary. SLO engaged with approximately 1500 learners.



Figure 4.1.2 Regional trip to the Eastern Cape

KwaZulu-Natal (KZN)

The province is known for producing academically excellent learners and this can be seen in the number of Top 100 applicants that are invited for the function each year. The KZN regional trip comprised of one journey to the province. The trip took place earlier in the year from February – March 2019. Three members of the team together with one member from the Wits Sports department visited 55 schools. The KZN trip included visits to the following academically excellent schools: Adams College, Pietermaritzburg Girls High School, Westville Girls High School and Durban Girls High School. SLO engaged with approximately 7305 learners. A unique strategy of getting schools to host SLO for evening presentations was also trialed and this is suggested in future.

Limpopo

SLO continued to build new relationships and maintain existing ones with top feeder schools in Limpopo. The intention is to continue to maintain Wits presence and awareness in this region, and to continue to market Wits University to schools in the Limpopo Province. Four trips were carried out to this region in 2019.

The first presentation based regional trips were to Polokwane and Waterberg areas, and took place in February 2019. 31 schools were visited in total. The regions included visits to the following academically excellent schools: Dendron High School, St Brandan's Catholic School, Bopedi-Bapedi Secondary School, Moreko High School and Hoerskool Piet Potgieter. We engaged with approximately 2566 learners.

The second presentation based regional trips were to Thohoyandou, Musina and Makhado areas, and took place in February 2019. 38 schools were visited in total. The regions included visits to the following academically excellent schools: Mbilwi Secondary School, Thengwe Secondary School, Patrick Ramaano High School, EPP Mhinga Secondary School and Thohoyandou Technical High School. SLO engaged with approximately 5500 learners.

The third trip to this province took place in July 2019. This was a career exhibition organised by CEIA and took place at Univen. The expo focuses predominantly on Grade 12 learners. 156 schools participated with approximately 13 586 learners attending.

The fourth trip to this province was in August 2019. This was a career exhibition organised by X2Y, which took place at Makhado, Phalaborwa, Tzaneen and ended in Polokwane. The expo focuses on Grade 11 learners. 11 schools participated with approximately 2300 learners attending.

North West

The North West regional trip comprised of two trips to the province. The trip took place earlier in the year from February to March 2019. This was a grade 12 career exhibition, organised by CEIA that took place at Rustenburg Civic Centre. 91 schools participated with approximately 5750 learners attending.

The second presentation based regional trips were to Rustenburg, Klerksdorp and Potchefstroom areas, and took place in April 2019. 23 schools were visited in total. North West trip included visits to the following academically excellent schools: Grenville High School, HFTlou High School, Klerksdorp High School, Curro Klerksdorp, Potchefstroom High School for Boys and Potchefstroom High School for Girls. SLO engaged with approximately 2750 learners.

Free State

For the first time, a different approach was used for the Free State region. Presentations were scheduled in 3 regions within the province during a period of one week in April 2019. 35 schools were visited in total. Free State included the following academically excellent schools in which presentations were secured: St Andrews Combined School, CBC Bloemfontein, Eunice Secondary School for Girls, Mampoi secondary School and Beacon Secondary School. We engaged with approximately 4000 learners.

Western Cape

The trip to the Western Cape took place in March 2019. The Western Cape is well known for a number of high performing academic schools, which are traditionally non-feeder schools for Wits. In an attempt to attract the top performing learners, a number of presentations have been scheduled over the years and this has also helped Wits to improve the relationships with schools in this region. SLO also visited previously disadvantaged schools in Langa and Khayelitsha. 27 schools were visited in total in total. Western Cape included visits to the following academically excellent schools: Westerford High School, Rustenburg Girls High School, D.F Malan High School & Centre of Science & Technology (COSAT). SLO engaged with approximately 4500 learners. A unique strategy of getting schools to host SLO for evening presentations was trialed and this is suggested in future.

Mpumalanga

Wits continues to be a popular and preferred institution of higher learning for learners in the Mpumalanga region. As a result, student recruitment was attempted in different regions within the province where 32 schools were visited. The presentation were conducted in April 2019. The Mpumalanga trip included visits to the following academically excellent schools: Sintitile Secondary, Middleburg Muslim School, Siibusisiwe High school, and Ligbron Academy. SLO engaged with approximately 5000 learners.

4.2 Student Enrolment Data

Section A: Size and composition of student body In 2019¹

A1: 2019 Student Enrolment

The 2019 student enrolment of the University was 40802, an increase of 2.12 % compared to 2018 (39953).

A2: 2019 Student Enrolment by Faculty

Faculty	Enrolled	Enrolled %
Faculty of Commerce, Law & Management- Total	10,145	24,86%
Faculty of Engineering and the Built Environment- Total	7,921	19,41%
Faculty of Health Sciences- Total	6,964	17,07%
Faculty of Humanities- Total	10,233	25,08%
Faculty of Science- Total	5,539	13,58%
Grand Total	40,802	100.00%

Table 4.2.1 Student Enrolment by Faculty

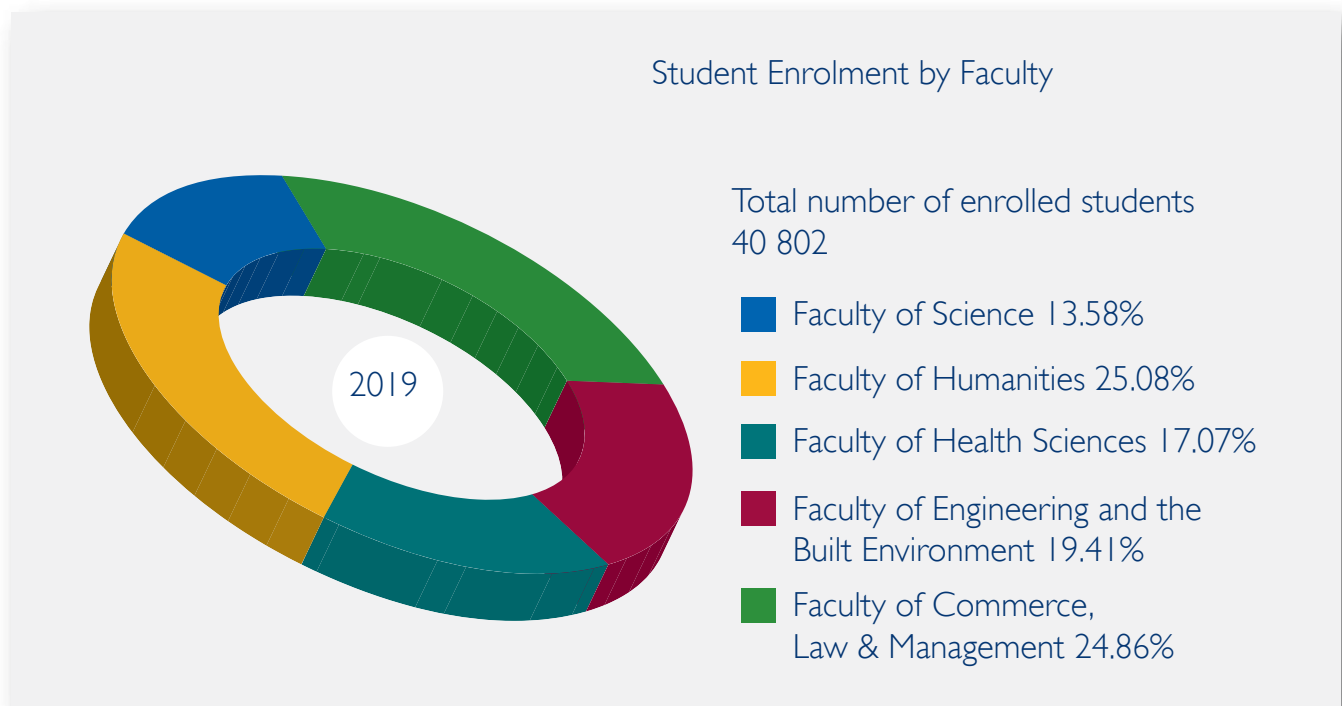


Figure 4.2.1 Student Enrolment by Faculty

¹Note Regarding tables and graphs
Rounding is to two decimal places.

Note Regarding Documentary

Apart from providing data for 2019 a comparison has been made to data provided in 2018.

In terms of 2019 student enrolment numbers, the Faculties were ranked in descending order as follows: Humanities (25.08%); Commerce, Law and Management (24.86%); Engineering and the Built Environment (19.41%); Health Sciences (17.07%); and Science (13.58%).

The ratios of student enrolment numbers has changed in the following manner from those reported for 2018: Humanities (-0.38%); Commerce, Law and Management (+0.49%); Engineering and the Built Environment (-0.52%); Health Sciences (+0.25%); and Science (+0.15%).

A3: 2019 Student Enrolment by Gender

Gender	Enrolled	Enrolled %
FEMALE	22,307	54,67%
GENDER NEUTRAL	16	0,04%
MALE	18,394	45,08%
UNKNOWN	85	0,21%
Grand Total	40,802	100.00%

Table 4.2.2 Student Enrolment by Gender

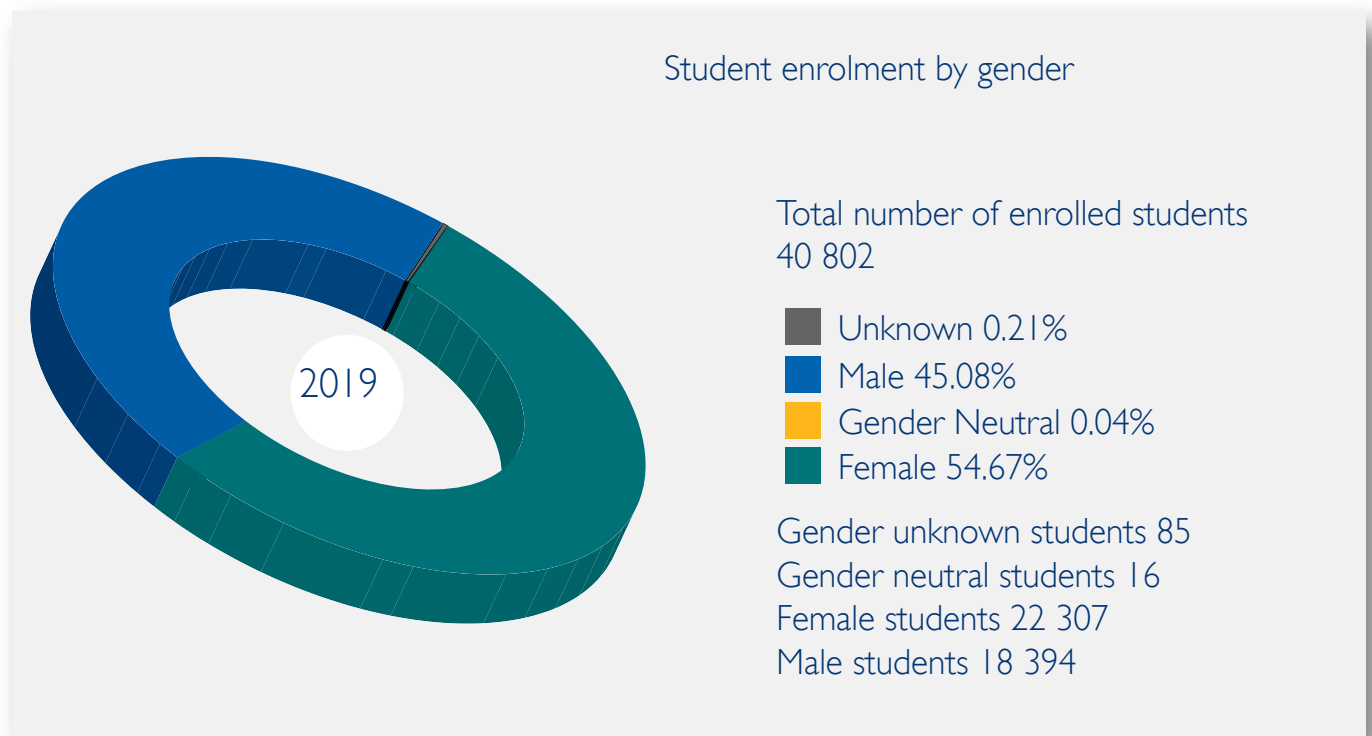


Figure 4.4.2 Student enrolment by gender

In terms of gender, the male to female student ratio was 45.08:54.67. This distribution has changed slightly from the 2018 report.

A4: 2019 Student Enrolment by Race²

Race Parent	Enrolled	Enrolled %
BLACK	34,189	83,79%
RACE UNKNOWN	4	0,01%
UNKNOWN	85	0,21%
WHITE	6,524	15,99%
Grand Total	4,802	100,00%

Table 4.2.3 Student Enrolment by Race

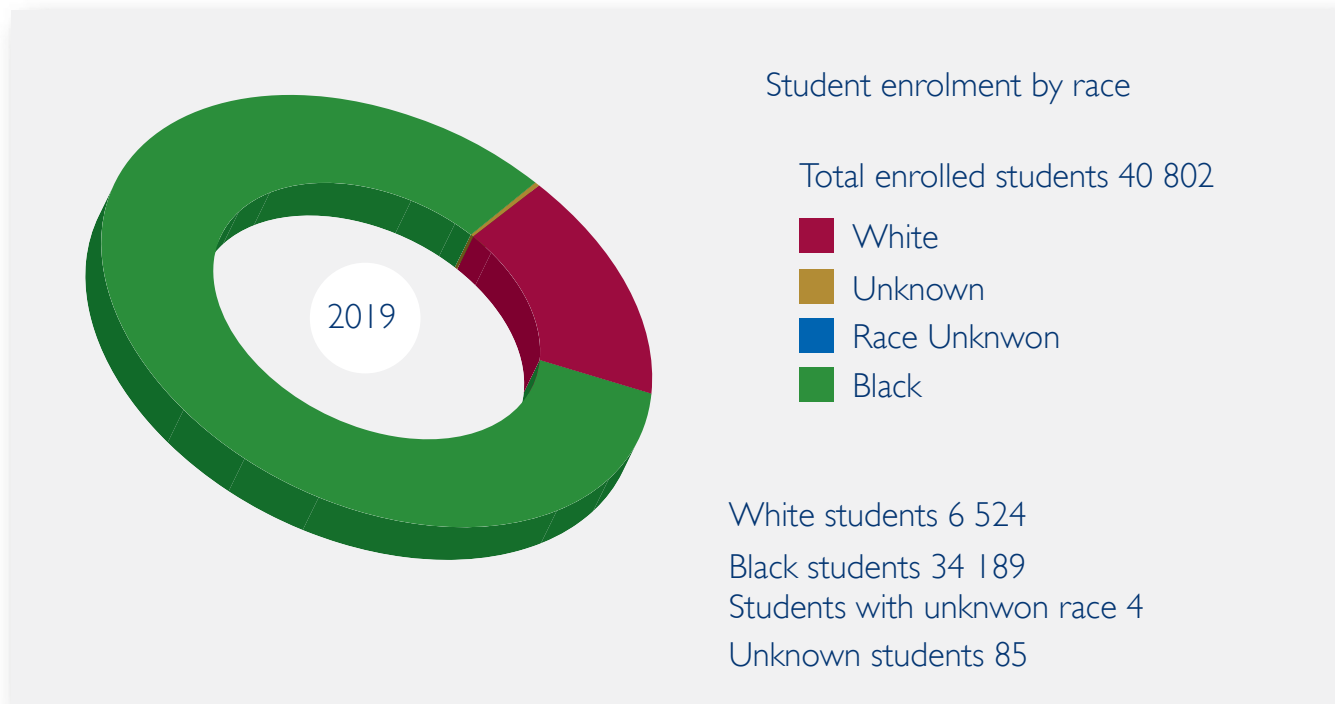


Figure 4.2.3 Student enrolment by race

A5: 2019 Student Enrolment by Race

Race Parent	Race	Enrolled	Enrolled %
BLACK	AFRICAN	27,340	67,01%
	CHINESE	192	0,47%
	COLOURED	1 727	4,23%
	INDIAN	4,930	12,08%
BLACK Total		34,189	83,79%
RACE UNKNOWN	RACE UNKNOWN	4	0,01%
RACE UNKNOWN Total		4	0,01%
UNKNOWN	UNKNOWN	85	0,21%
UNKNOWN Total		85	0,21%
WHITE	WHITE	6,524	15,99%
WHITE Total		6,524	15,99%
Grand Total		40,802	100,00%

Table 4.2.4 Student Enrolment by Race

²Grand Total = Black + White + Unknown + Race Unknown

Black(A reporting requirement terminology) = Africans + Chinese + Coloureds + Indians

From the table above, the White to Black ratio for 2019 was 15.99:83.79, a change from 16.93:82.94 in 2018 and 18.23:81.74 in 2017. The trend over the last three years is a decrease in white students by 2.95% and an increase in Black students by 2.82%.

The table also reveals that Africans comprised 67.01%, Whites 15.99%, Indians 12.08% and Coloureds 4.23% of the entire 2019 student enrolment. White student proportions decreased by 0.94%, whilst those of Black students increased by 0.85%, when compared to 2018.

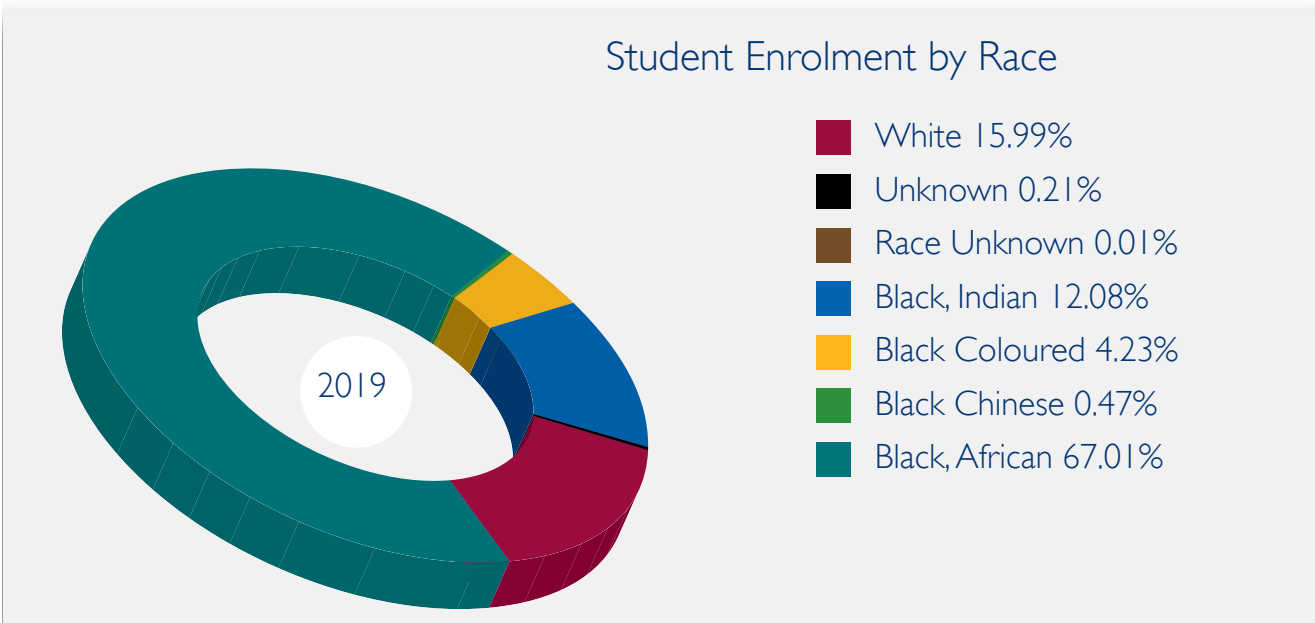


Figure 4.2.4 Student enrolment by race

A6: 2019 Student Enrolment by Race - Black group

Race Parent	Race	Enrolled	Enrolled %
Black	African	27,340	79,97%
	Chinese	192	0,56%
	Coloured	1,727	5,05%
	Indian	4,930	14,42%
Black Total		34,189	100,00%
Grand Total		34,189	100,00%

Table 4.2.5 Student Enrolment - Black group

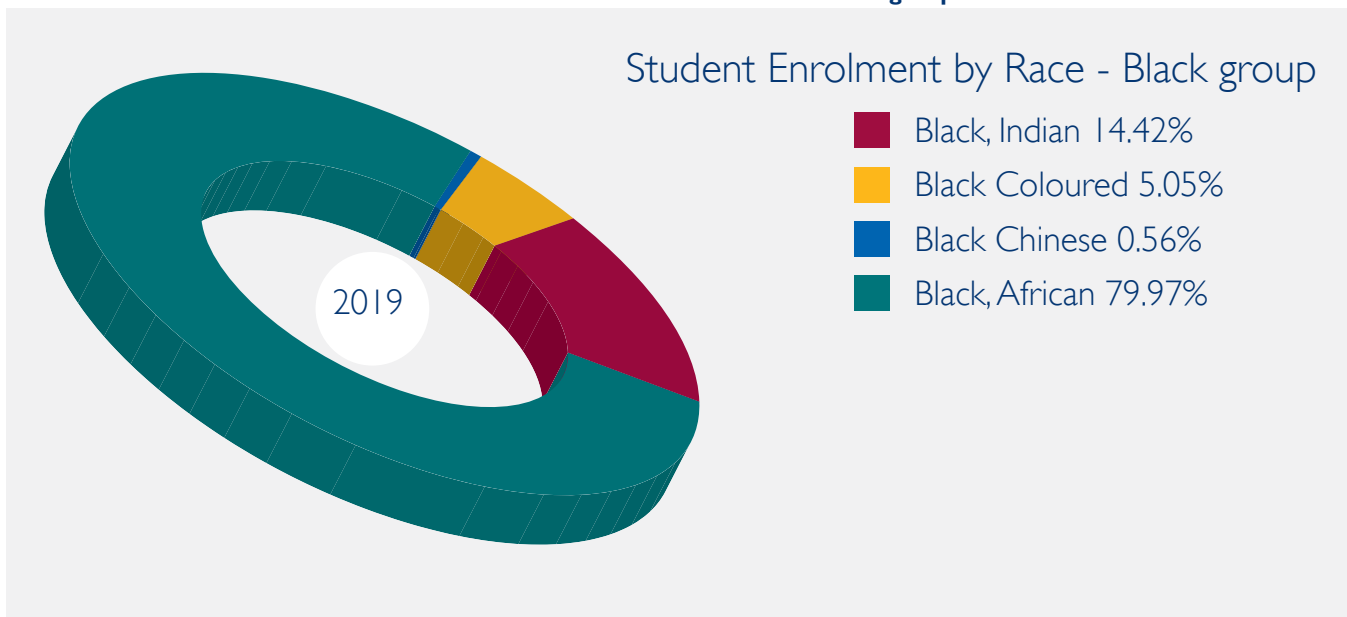


Figure 4.2.5 Student Enrolment - Black group

(The Black population group is segmented as follows: Africans 79.97%, Indians 14.42%, Coloureds 5.05% and Chinese 0.56%).

Within the Black population group, the ratio between Africans, Indians and Coloureds students have changed as follows, when compared to 2018:

Africans (+0.14%), Indians (-0.10%), Coloureds (+0.05%) and Chinese (-0.08%).

A7: 2019 Student Enrolment by Gender - Female and Race³

Gender	Race Parent	Enrolled	Enrolled %
Female	Black	18,733	83,98%
	Race Unknown	3	0,01%
	White	3,571	16,01%
Grand Total		22,307	100,00%

Table 4.2.6 Student Enrolment by Gender - Female and Race

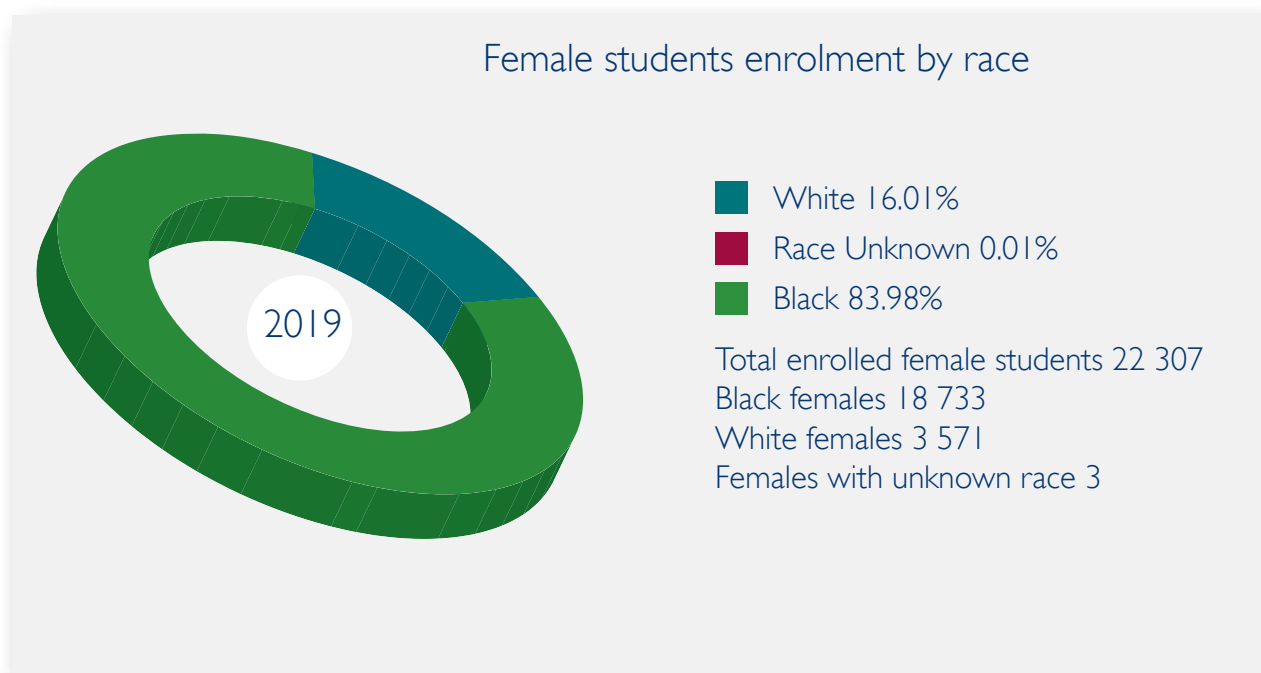


Figure 4.2.6 Student Enrolment by Gender - Female and Race

The Female White to Female Black ratio was 16.01:83.98 (17.04:82.84 in 2018).

³Note:

- Female = Female Black + Female White + Female Race Unknown
- Male = Male Black + Male White + Male Race Unknown
- Female Black = Female Africans + Female Chinese + Female Coloureds + Female Indians
- Male Black = Male Africans + Male Chinese + Male Coloureds + Male Indians

A8: 2019 Student Enrolment by Gender - Male and Race

Gender	Race Parent	Enrolled	Enrolled %
Male	Black	15,448	83,98%
	Race Unknown	1	0,01%
	White	2,945	16,01%
Grand Total		18,394	100,00%

Table 4.2.7 Student Enrolment by Gender - Male and Race

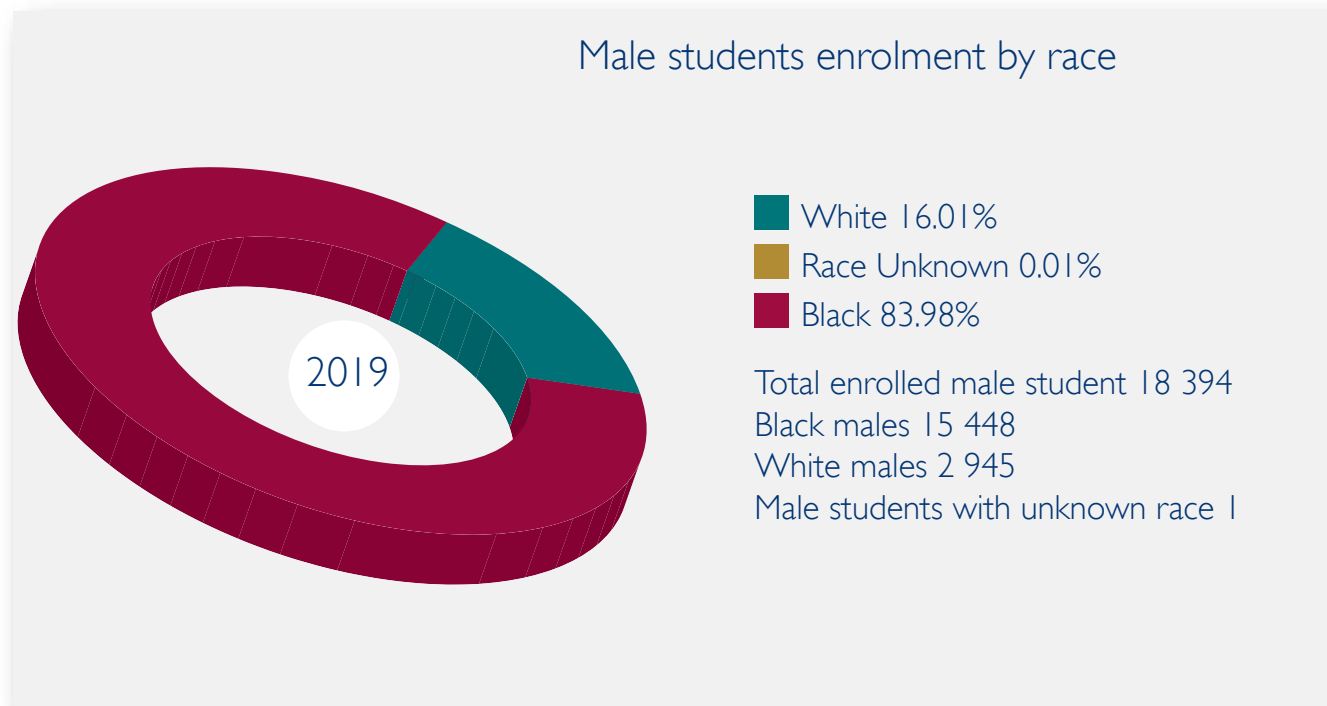


Figure 4.2.7 Student Enrolment by Gender - Male and Race

The Male White to Male Black ratio was 16.01:83.98 (16.79:83.07 in 2018).

A9: 2019 Student Enrolment by Gender - Female and Black

Gender	Race Parent	Race	Enrolled	Enrolled %
Female	Black	African	14,737	78,67%
		Chinese	93	0,50%
		Coloured	1,079	5,76%
		Indian	2,824	15,08%
Female Total			18,733	100,00%
Grand Total			18,733	100,00%

Table 4.2.8 Student Enrolment by Gender - Female and Black

The Female Africans set comprised 78.67%, with Female Chinese at 0.50%, Female Indians at 15.08% and Female Coloureds at 5.76% of the Female Black group.

These figures when compared with 2018 reported figures show: an increase in Female Africans of 0.44%, a decrease in Female Chinese of 0.11%, a decrease of 0.28% for Female Indians; and a decrease of 0.05% in Female Coloureds.

Black female students enrolment by race

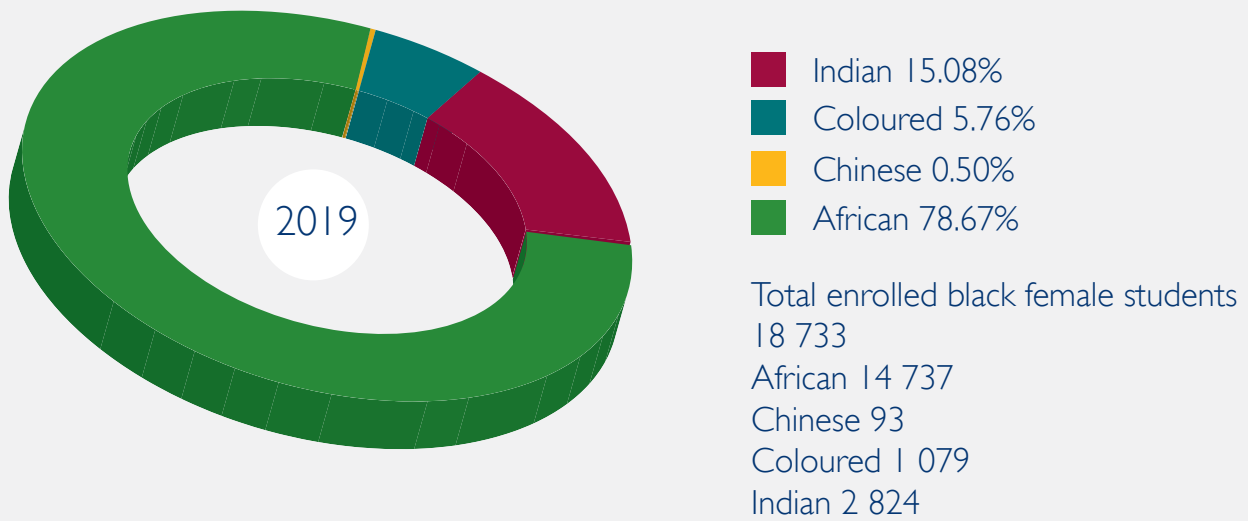


Figure 4.2.8 Student Enrolment by Gender - Female and Black

A10: 2019 Student Enrolment by Gender - Male and Black

Gender	Race Parent	Race	Enrolled	Enrolled %
Male	Black	African	12,595	81,53%
		Chinese	99	0,64%
		Coloured	648	4,19%
		Indian	2,106	13,63%
Male Total			15,448	100,00%
Grand Total			15,448	100,00%

Table 4.2.9 Student Enrolment by Gender - Male and Black

Black male students enrolment by race



Figure 4.2.9 Student Enrolment by Gender - Male and Black

The Male Africans segment comprised 81.53%, with Male Chinese at 0.64% and Male Indians at 13.63% and Male Coloureds at 4.19% of the Male Black group.

Male Africans decreased by 0.22%, Male Chinese decreased by 0.04% whilst Male Indians increased by 0.10%, and Male Coloureds increased by 0.16% when compared with 2018 reported figures

AI1: 2019 Student Enrolment by Gender and Race

Gender	Race Parent	Race	Enrolled	Enrolled %
FEMALE	BLACK	AFRICAN	14,737	36,12%
		CHINESE	93	0,23%
		COLOURED	1,079	2,64%
		INDIAN	2,824	6,92%
	BLACK Total		18,733	45,91%
	RACE UNKNOWN	RACE UNKNOWN	3	0,01%
	RACE UNKNOWN Total		3	0,01%
	WHITE	WHITE	3,571	8,75%
	WHITE Total		3,571	8,75%
FEMALE Total			22,307	54,67%
GENDER NEUTRAL	BLACK	AFRICAN	8	0,02%
	BLACK Total		8	0,02%
	WHITE	WHITE	8	0,02%
	WHITE Total		8	0,02%
GENDER NEUTRAL Total			16	0,04%
MALE	BLACK	AFRICAN	12,595	30,87%
		CHINESE	99	0,24%
		COLOURED	648	1,59%
		INDIAN	2,106	5,16%
	BLACK Total		15,448	37,86%
	RACE UNKNOWN	RACE UNKNOWN	1	0,00%
	RACE UNKNOWN Total		1	0,00%
	WHITE	WHITE	2,945	7,22%
WHITE Total		2,945	7,22%	
MALE Total			18,394	45,08%
UNKNOWN	UNKNOWN	UNKNOWN	85	0,21%
	UNKNOWN Total		85	0,21%
UNKNOWN Total			85	0,21%
Grand Total			40,802	100,00%

Table 4.2.10 Student enrolment by gender and race

With respect to the entire student enrolment, Male Africans comprised 30.87%, Male White 7.22%, Male Indians 5.16%, Male Coloureds 1.59% and Male Chinese 0.24% of the set. For females, the Female Africans segment comprised 36.12%, Female White 8.75%, Female Indians 6.92%, Female Coloureds 2.64% and Female Chinese 0.23%.

Changes in these demographics, with respect to the figures reported for 2018 were: the Male Africans segment increased by 0.08%, Male Whites decreased by 0.39%, Male Indians increased by 0.16%, Male Chinese decreased by 0.02% and Male Coloureds increased by 0.07%.

Female Whites decreased by 0.44%, Female Africans increased by 0.29%, Female Indians decreased by 0.03%, Female Chinese decreased by 0.05% and Female Coloureds increased by 0.01%.

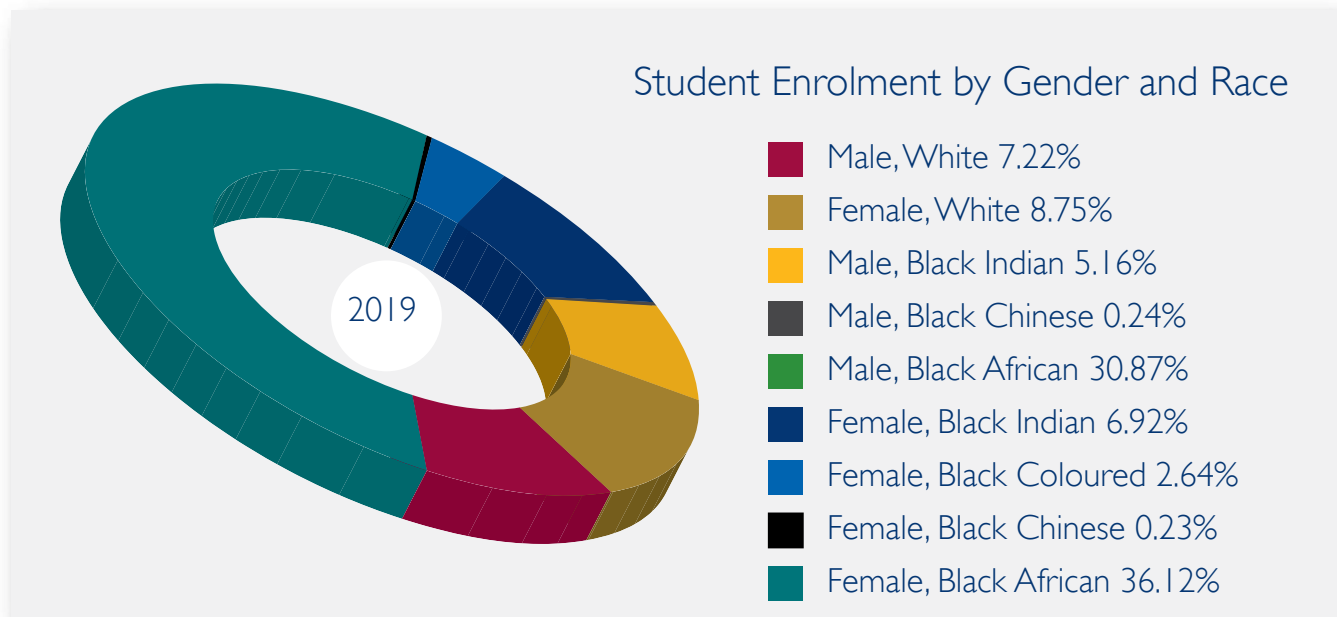


Figure 4.2.10 Student enrolment by gender and race

AI2: 2019 Student Enrolment by Faculty and Gender

Faculty	Gender	Enrolled	Enrolled %
Faculty of Commerce, Law and Management	FEMALE	5,314	13,02%
	GENDER NEUTRAL	2	0,00%
	MALE	4,812	11,79%
	UNKNOWN	17	0,04%
Faculty of Engineering and the Built Environment	FEMALE	2,777	6,81%
	GENDER NEUTRAL	0	0,00%
	MALE	5,141	12,60%
	UNKNOWN	3	0,01%
Faculty of Health Sciences	FEMALE	4,579	11,22%
	MALE	2,385	5,85%
Faculty of Humanities	FEMALE	7,015	17,19%
	GENDER NEUTRAL	11	0,03%
	MALE	3,150	7,72%
	UNKNOWN	57	0,14%
Faculty of Science	FEMALE	2,622	6,43%
	GENDER NEUTRAL	3	0,01%
	MALE	2,906	7,12%
	UNKNOWN	8	0,02%
Grand Total		40,802	100,00%

Table 4.2.11 Student Enrolment by Faculty and Gender

Student enrolment by faculty and gender

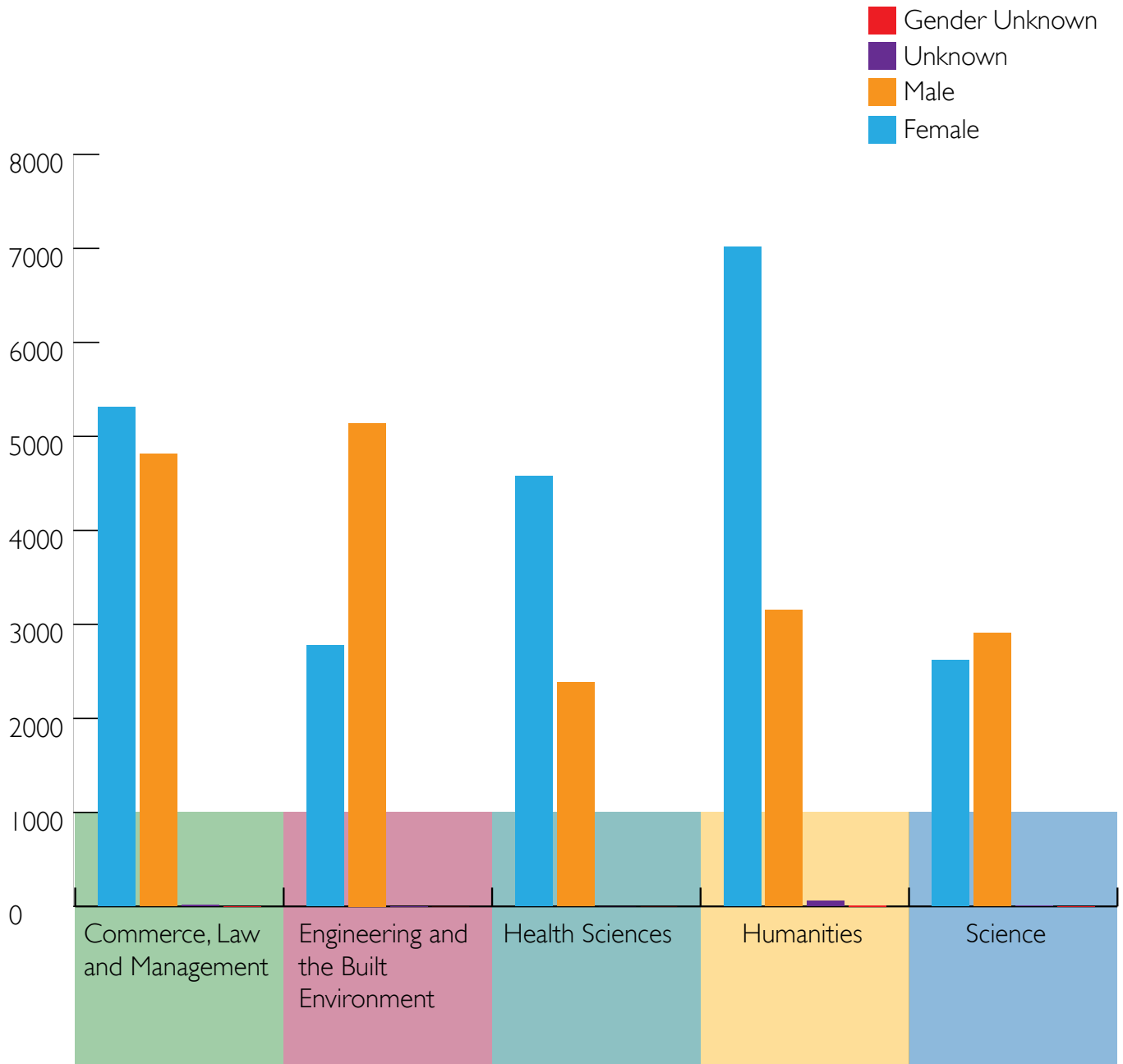


Figure 4.2.11 Student Enrolment by Faculty and Gender

The Male student enrolments of the total student enrolment were distributed as follows: 11.19% in Commerce, Law and Management; 12.60% in Engineering and the Built Environment; 7.72% in Humanities; 5.85% in Health Sciences; and 7.12% in Science.

The Female student enrolment of the total student enrolment was distributed as follows: 17.19% in Humanities; 13.02% in Commerce, Law and Management; 11.22% in Health Sciences; 6.43% in Science; and 6.81% in Engineering and the Built Environment.

A13: 2019 Student Enrolment by Race and Faculty⁴

Race Parent	Race	Faculty of Commerce, Law and Management		Faculty of Engineering and the Built Environment		Faculty of Health Sciences		Faculty of Humanities		Faculty of Science	
		Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %
BLACK	AFRICAN	7,224	71,21%	5,942	75,02%	3,656	52,50%	6,704	65,51%	3,814	68,86%
	CHINESE	47	0,46%	41	0,52%	38	0,55%	33	0,32%	33	0,60%
	COLOURED	409	4,03%	203	2,56%	333	4,78%	626	6,12%	156	2,82%
	INDIAN	1,342	13,23%	810	10,23%	1,194	17,15%	945	9,23%	639	11,54%
BLACK Total		9,022	88,93%	6,996	88,32%	5,221	74,97%	8,308	81,19%	4,642	83,81%
RACE UNKNOWN	RACE UNKNOWN	1	0,01%					3	0,03%		
RACE UNKNOWN Total		1	0,01%					3	0,03%		
UNKNOWN	UNKNOWN	17	0,17%	3	0,04%			57	0,56%	8	0,14%
UNKNOWN Total		17	0,17%	3	0,04%			57	0,56%	8	0,14%
WHITE	WHITE	1,105	10,89%	922	11,64%	1,743	25,03%	1,865	18,23%	889	16,05%
WHITE Total		1,105	10,89%	922	11,64%	1,743	25,03%	1,865	18,23%	889	16,05%
Grand Total		10,145	100,00%	7,921	100,00%	6,964	100,00%	10,233	100,00%	5,539	100,00%

Table 4.2.12 Student Enrolment by Race and Faculty

The White students in total were distributed as follows: 18.23% in Humanities; 10.98% in Commerce, Law and Management; 25.03% in Health Sciences; 16.05% in Science; and 11.64% in Engineering and the Built Environment.

Black students in total were distributed as follows: 88.93% in Commerce, Law and Management; 81.19% in Humanities; 88.32% in Engineering and the Built Environment; 74.97% in Health Sciences; and 83.81% in Science.

⁴ Note:

- Total Race = Black + White + Unknown + Race Unknown
- Black = Africans + Chinese + Coloureds + Indians

AI4: 2019 Student Enrolment by Age

Age Group	Enrolled	Enrolled %
0-20	14,770	36,20%
21-24	11,399	27,94%
25-34	9,037	22,15%
35-39	2,436	5,97%
40-44	1,510	3,70%
45-49	866	2,12%
50+	784	1,92%
Grand Total	40 802	100,00%

Table 4.2.13 Student Enrolment by Age

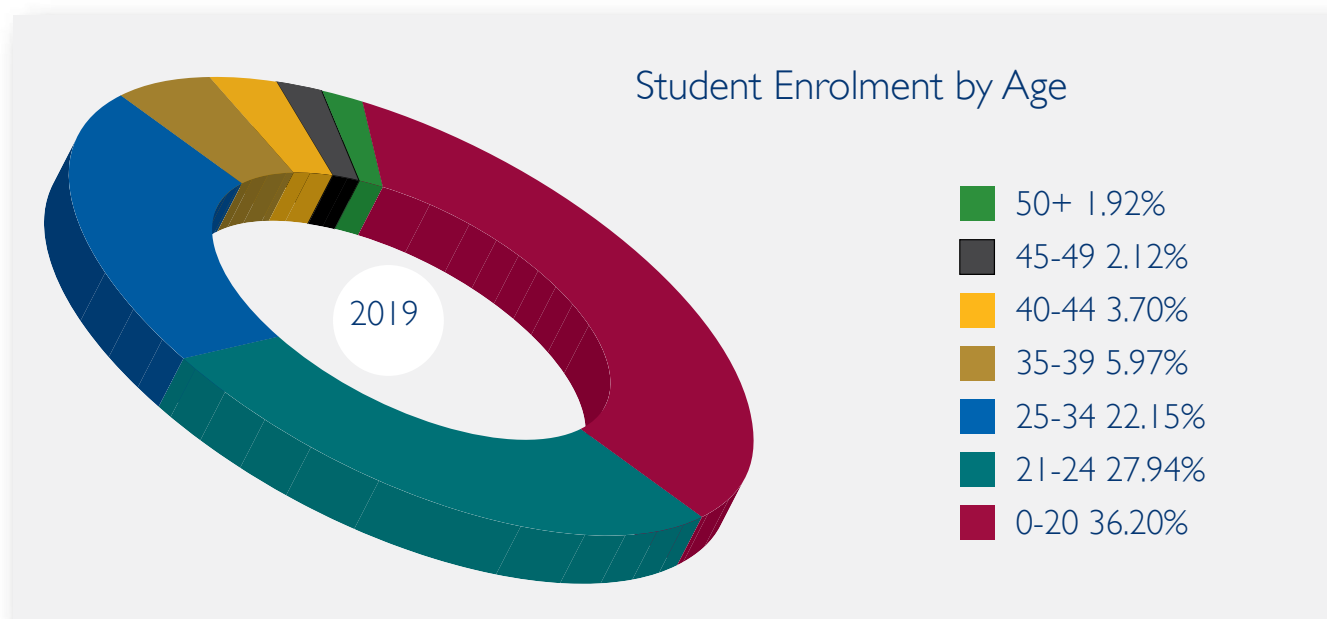


Figure 4.2.13 Student Enrolment by Age

The average age distribution across all faculties is:

0-20 years (36.20%);

21-24 years (27.94%);

25-34 years (22.15%);

35-39 years (5.97%);

40-44 years (3.70%);

45-49 years (2.12%);

50+ years (1.92%)

AI5 2019 Student Enrolment by Faculty and Age

Faculty	Age Group	Enrolled	Enrolled %
Faculty of Commerce, Law and Management	0-20	2,751	6,74%
	21-24	2,829	6,93%
	25-34	2,517	6,17%
	35-39	899	2,20%
	40-44	574	1,41%
	45-49	336	0,82%
	50+	239	0,59%
Faculty of Engineering and the Built Environment	0-20	3,191	7,82%
	21-24	2,479	6,08%
	25-34	1,573	3,86%
	35-39	322	0,79%
	40-44	185	0,45%
	45-49	94	0,23%
	50+	77	0,19%
Faculty of Health Sciences	0-20	2,101	5,15%
	21-24	1,715	4,20%
	25-34	2,001	4,90%
	35-39	558	1,37%
	40-44	303	0,74%
	45-49	137	0,34%
	50+	149	0,37%
Faculty of Humanities	0-20	3,843	9,42%
	21-24	2,973	7,29%
	25-34	1,983	4,86%
	35-39	523	1,28%
	40-44	366	0,90%
	45-49	258	0,63%
	50+	287	0,70%
Faculty of Science	0-20	2,884	7,07%
	21-24	1,403	3,44%
	25-34	963	2,36%
	35-39	134	0,33%
	40-44	82	0,20%
	45-49	41	0,10%
	50+	32	0,08%
Grand Total		40 802	100,00%

Table 4.2.14 Student Enrolment by Faculty and Age

AI6: 2019 Student Enrolment by Region⁵

Continent	Nationality Division	Province	City	Enrolled	Enrolled %
Africa	South Africa	Gauteng	Johannesburg	10 859	26,61%
			Rest of Gauteng	14 247	34,92%
		Gauteng Total		25 106	61,53%
		Rest of South Africa Total		11 828	28,99%
	South Africa Total		36 934	90,52%	
	Rest of Africa Total		3 356	8,23%	
Africa Total				40 290	98,75%
Rest of World Total				512	1,25%
Grand Total				40 802	100,00%

Table 4.2.15 Student Enrolment by Region

In 2019, 90.52% of the total student enrolment came from South Africa, of which 61.53% were from Gauteng and the remaining 28.99% from the Rest of South Africa.

In the Gauteng region, 26.61% of the total student enrolment was from Johannesburg.

8.23% of the student enrolment came from other African countries and the remaining 1.25% from other continents.

-
- ⁵ Note:
- Total Region = Africa + Rest of World
 - Africa = South Africa + Rest of Africa
 - South Africa = Gauteng + Rest of South Africa
 - Gauteng = Johannesburg + Rest of Gauteng

A17: 2019 Student Enrolment by Region and Faculty

Continent	Nationality Division	Province	City	Faculty of Commerce, Law and Management		Faculty of Engineering and the Built Environment		Faculty of Health Sciences		Faculty of Humanities		Faculty of Science	
				Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %
Africa	South Africa	Gauteng	Johannesburg	2 860	28,19%	1 499	18,92%	2 025	29,08%	3 225	31,52%	1 250	22,57%
			Rest of Gauteng	3 807	37,53%	2 410	30,43%	1 959	28,13%	4 210	41,14%	1 861	33,60%
		Gauteng Total	6 667	65,72%	3 909	49,35%	3 984	57,21%	7 435	72,66%	3 111	56,17%	
		Rest of South Africa Total	2 594	25,57%	3 176	40,10%	2 128	30,56%	2 042	19,96%	1 888	34,09%	
			South Africa Total	9 261	91,29%	7 085	89,45%	6 112	87,77%	9 477	92,61%	4 999	90,25%
			Rest of Africa Total	794	7,83%	765	9,66%	742	10,65%	603	5,89%	452	8,16%
Africa Total				10 055	99,11%	7 850	99,10%	6 854	98,42%	10 080	98,50%	5 451	98,41%
Rest of World Total				90	0,89%	71	0,90%	110	1,58%	153	1,50%	88	1,59%
Grand Total				10 145	100,00%	7 921	100,00%	6 964	100,00%	10 233	100,00%	5 539	100,00%

Table 4.2.16 Enrolment by Region and Faculty

AI8: 2019 Student Enrolment by Qualification Type

Undergraduate / Postgraduate	Programme Type Description	Enrolled	Enrolled %
Postgraduate	Doctoral Degree	2,324	5,70%
	Honours Degree	2,098	5,14%
	Masters Degree (Research and Coursework)	6,128	15,02%
	Masters Degree (Research)	1,796	4,40%
	Occasional Student Postgraduate	382	0,94%
	Postgraduate Diploma	2,564	6,28%
Postgraduate Total		15,292	37,48%
Undergraduate	General Academic 1 st Bachelors Degree	12,675	31,06%
	Professional 1 st Bachelors Degree	11,898	29,16%
	Undergraduate Occasional Students	937	2,30%
Undergraduate Total		25,510	62,52%
Grand Total		40,802	100,00%

Table 4.2.17 Student Enrolment by Qualification Type

The University offers a host of qualifications, both at undergraduate and postgraduate levels.

In 2019, 62.52% of the students were engaged in undergraduate studies (64.17% in 2018), the remaining 37.48% (35.83% in 2018) of the students pursued postgraduate studies. The majority of students enrolled for undergraduate study have chosen the general bachelor and the professional bachelor's degrees. These two segments, collectively, contribute 60.22% of the total student enrolment.

The masters group comprised 19.42% of the total student enrolment and the doctoral degrees comprise 5.70%. There was an increase of 0.29% in the doctoral degrees when compared to 2018.

A19: 2019 Total Student Enrolment by Qualification Type and Faculty

Undergraduate / Postgraduate	Programme Type Description	Faculty of Commerce, Law and Management - Total		Faculty of Engineering and the Built Environment - Total		Faculty of Health Sciences - Total		Faculty of Humanities - Total		Faculty of Science - Total	
		Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %	Enrolled	Enrolled %
Postgraduate	Doctoral Degree	363	3,58%	272	3,43%	531	7,62%	640	6,25%	518	9,35%
	Honours Degree	375	3,70%	256	3,23%	181	2,60%	831	8,12%	455	8,21%
	Masters Degree (Research and Coursework)	2 152	21,21%	1 018	12,85%	1 796	25,79%	912	8,91%	250	4,51%
	Masters Degree (Research)	93	0,92%	392	4,95%	368	5,28%	370	3,62%	573	10,34%
	Occasional Student Postgraduate	239	2,36%	19	0,24%	7	0,10%	93	0,91%	24	0,43%
	Postgraduate Diploma	1 754	17,29%	315	3,98%	75	1,08%	401	3,92%	19	0,34%
Postgraduate Total		4 976	49,05%	2 272	28,68%	2 958	42,48%	3 247	31,73%	1 839	33,20%
Undergraduate	General Academic 1 st Bachelors Degree	3 922	38,66%	1 229	15,52%	686	9,85%	3 301	32,26%		63,86%
	Professional 1 st Bachelors Degree	989	9,75%	4 394	55,47%	3 029	43,50%	3 486	34,07%		
	Undergraduate Occasional Students	258	2,54%	26	0,33%	291	4,18%	199	1,94%	163	2,94%
Undergraduate Total		5 169	50,95%	5 649	71,32%	4 006	57,52%	6 986	68,27%	3 700	66,80%
Grand Total		10 145	100,00%	7 921	100,00%	6 964	100,00%	10 233	100,00%	5 539	100,00%

Table 4.2.18 Student Enrolment by Qualification Type and Faculty

SECTION B: Levels of academic progress in different disciplines and levels of study for 2019

Note the following definitions before interpreting the data reflected in the tables that follow:

- Enrolled excludes cancellations, transfers, and registrations in abeyance
- Enrolled = Proceeding+ Not met the Minimum requirements+ Return to Year of Study+ Qualified+ Degree Decision Pending+ Non-Degree Purposes+ No Decision
- Proceeding = Registered students who passed their year of study and can proceed to the next year of study
- Not met the Minimum requirements = Registered students who failed the minimum requirements of study in the period
- Return to Year of Study = Registered students who have not met all the requirements to proceed to the next year of study, but are eligible to repeat the same year of study
- Qualified = Registered students who have qualified and exited the system
- Degree Decision Pending = These students are coded, for example, as being eligible to write supplementary/deferred exams
- Non-Degree Purposes = The student has registered for an occasional degree
- No Decision = No result has been put against the student
- Levels of Study = Program Types

Note Regarding tables and graphs

Rounding is to two decimal places.

Note Regarding Documentary

Apart from providing data for 2019, a comparison has been made to that, provided in this forum for 2018s report.

Note Enrolment vs. Qualifications

A comparison should not be made between enrolment figures and the number of students qualified as these are not the same cohort of students.

B 1.1 2019 Undergraduate enrolment and academic progress by different levels of study

Extended / Not Extended Curricula	Programme Type Description	Undergraduate / Postgraduate	Enrolled	Proceed	%	Minimum Requirement Not Met	%	Returned To Yos	%	Decision Pending	%	Non Degree Purpose	%	No Decision	%
Extended	Professional 1 st Bachelors Degree	Undergraduate	12	6	50.00	0	0.00	1	8.33	0	0.00	0	0.00	0	0.00
Extended Total			12	6	50.00	0	0.00	1	8.33	0	0.00	0	0.00	0	0.00
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	12 675	5697	44.95	1 984	15.65	2 209	17.43	3	0.02	0	0.00	19	0.15
	Professional 1 st Bachelors Degree	Undergraduate	11 886	6621	55.70	1 306	10.99	1 837	15.46	8	0.07	0	0.00	46	0.39
	Undergraduate Occasional Students	Undergraduate	937	0	0.00	0	0.00	0	0.00	0	0.00	937	100	0	0.00
Not Extended Total			25 498	12 318	48.31	3 290	12.90	4 046	15.87	11	0.04	937	3.67	65	0.25
Grand Total			25 510	12 324	48.31	3 290	12.90	4 047	15.86	11	0.04	937	3.67	65	0.25

Table 4.2.19 2019 Undergraduate enrolment and academic progress by different levels of study

Of the 25 498 students who were not on extended curricula , 48.31% were permitted to proceed , 15.87% were required to return to same year of study and 12.90% failed to meet the minimum requirements.

B 1.2 2019 Qualified Undergraduates

Extended / Not Extended Curricula	Programme Type Description	Undergraduate / Postgraduate	Qualified	Qualified %
Extended	Professional 1 st Bachelors Degree	Undergraduate	5	0.10%
Extended Total			5	0.10%
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	2766	57.03%
	Professional 1 st Bachelors Degree	Undergraduate	2079	42.87%
	Undergraduate Occasional Students	Undergraduate	0	0.00%
Not Extended Total			4845	99.90%
Grand Total			4850	100.00%

Table 4.2.20 Qualified Undergraduates

Overall in 2019, 4850 Undergraduate students qualified. Of the latter 4845 were not on extended curricula.

B 2.1 2019 Postgraduate Enrolment

Programme Type Description	Enrolled	Enrolled %
Doctoral Degree	2,324	15.20%
Honours Degree	2,098	13.72%
Masters Degree (Research and Coursework)	6,128	40.07%
Masters Degree (Research)	1,796	11.74%
Occasional Student Postgraduate	382	2.50%
Postgraduate Diploma	2,564	16.77%
Grand Total	15,292	100.00%

Table 4.2.21 Postgraduate Enrolment

B 2.2 2019 Qualified Postgraduates

Programme Type Description	Qualified	Qualified %
Doctoral Degree	255	5.10%
Honours Degree	1624	32.45%
Masters Degree (Research and Coursework)	1347	26.92%
Masters Degree (Research)	356	7.11%
Occasional Student Postgraduate	0	0.00%
Postgraduate Diploma	1422	28.42%
Grand Total	5004	100.00%

Table 4.2.22 Qualified Postgraduates

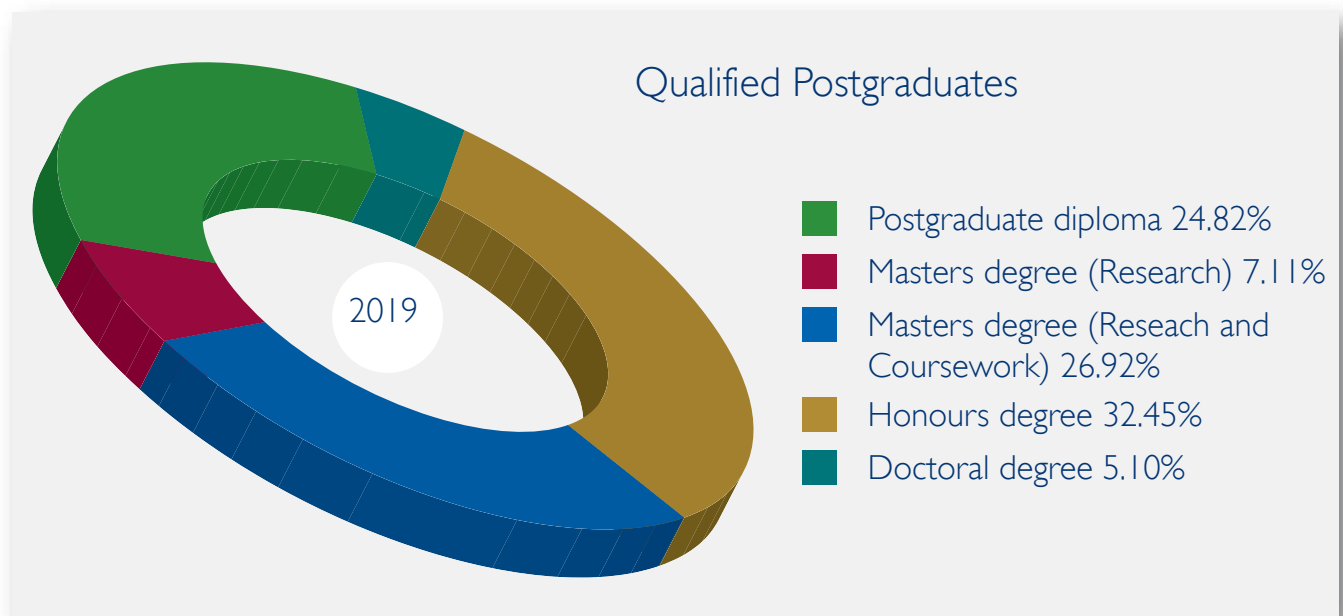


Figure 4.2.22 Qualified Postgraduates

B 3.1 2019 Faculty of Humanities Undergraduate Enrolment and Academic Progress by Different Levels of Study

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/ Postgraduate	Enrolled	Proceed	%	Minimum Requirement Not Met	%	Returned To Yos	%	Decision Pending	%	Non Degree Purpose	%	No Decision	%
Extended	Professional 1 st Bachelors Degree	Undergraduate	11	6	54.55	0	0.00	1	9.09	0	0.00	0	0.00	0	0.00
Extended Total			11	6	54.55	0	0.00	1	9.09	0	0.00	0	0.00	0	0.00
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	3,301	1,376	41.68	251	7.60	829	25.11	2	0.06	0	0.00	10	0.30
	Professional 1 st Bachelors Degree	Undergraduate	3,475	2,207	63.51	182	5.24	344	9.90	6	0.17	0	0.00	10	0.29
	Undergraduate Occasional Students	Undergraduate	199	0	0.00	0	0.00	0	0.00	0	0.00	199	100	0	0.00
Not Extended Total			6,975	3,583	51.37	433	6.21	1,173	16.82	8	0.11	199	2.85	20	0.29
Grand Total			6,986	3,589	51.37	433	6.20	1,174	16.81	8	0.11	199	2.85	20	0.29

Table 4.2.23 2019 Faculty of Humanities Undergraduate Enrolment and Academic Progress by Different Levels of Study

B3.2 2019 Faculty of Humanities Qualified Undergraduates

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/ Postgraduate	Qualified	Qualified %
Extended	Professional 1 st Bachelors Degree	Undergraduate	4	0.26%
Extended Total			4	0.26%
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	835	53.35%
	Professional 1 st Bachelors Degree	Undergraduate	726	46.39%
	Undergraduate Occasional Students	Undergraduate	0	0.00%
Not Extended Total			1561	99.74%
Grand Total			1565	100.00%

Table 4.2.24 2019 Faculty of Humanities Qualified Undergraduates

B3.3 2019 Faculty of Humanities Postgraduate Enrolment

Programme Type Description	Enrolled	Enrolled %
Doctoral Degree	640	19.71%
Honours Degree	831	25.59%
Masters Degree (Research and Coursework)	912	28.09%
Masters Degree (Research)	370	11.40%
Occasional Student Postgraduate	93	2.86%
Postgraduate Diploma	401	12.35%
Grand Total	3,247	100.00%

Table 4.2.25 2019 Faculty of Humanities Postgraduate Enrolment

B3.4 2019 Faculty of Humanities Qualified Postgraduates

Extended / Not Extended Curricula	Programme Type Description	Qualified	Qualified %
Not Extended	Doctoral Degree	69	5.75%
	Honours Degree	573	47.75%
	Masters Degree (Research and Coursework)	247	20.58%
	Masters Degree (Research)	63	5.25%
	Occasional Student Postgraduate	0	0.00%
	Postgraduate Diploma	248	20.67%
Not Extended Total		1200	100.00%
Grand Total		1200	100.00%

Table 4.2.26 2019 Faculty of Humanities Qualified Postgraduates

B4.1 2019 Faculty of Commerce, Law and Management Undergraduate Enrolment and Academic Progress by Different Levels of Study

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/ Postgraduate	Enrolled	Proceed	%	Minimum Requirement Not Met	%	Returned To Yos	%	Decision Pending	%	Non Degree Purpose	%	No Decision	%
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	3,922	1697	43.27	687	17.52	689	17.57	1	0.03	0	0.00	0	0.00
	Professional 1 st Bachelors Degree	Undergraduate	989	422	42.67	173	17.49	137	13.85	1	0.10	0	0.00	2	0.20
	Undergraduate Occasional Students	Undergraduate	258	0	0.00	0	0.00	0	0.00	0	0.00	258	100	0	0.00
Not Extended Total			5,169	2119	40.99	860	16.64	826	15.98	2	0.04	258	4.99	2	0.04
Grand Total			5,169	2119	40.99	860	16.64	826	15.98	2	0.04	258	4.99	2	0.04

Table 4.2.27 2019 Faculty of Commerce, Law and Management Undergraduate Enrolment and Academic Progress by Different Levels of Study

B4.2 2019 Faculty of Commerce, Law and Management Qualified Undergraduates

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/ Postgraduate	Qualified	Qualified %
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	849	76.97%
	Professional 1 st Bachelors Degree	Undergraduate	254	23.03%
	Undergraduate Occasional Students	Undergraduate	0	0.00%
Not Extended Total			1103	100.00%
Grand Total			1103	100.00%

Table 4.2.28 2019 Faculty of Commerce, Law and Management Qualified Undergraduates

B4.3 2019 Faculty of Commerce, Law and Management Postgraduate Enrolment

Programme Type Description	Enrolled	Enrolled %
Doctoral Degree	363	7.30%
Honours Degree	375	7.54%
Masters Degree (Research and Coursework)	2,152	43.25%
Masters Degree (Research)	93	1.87%
Occasional Student Postgraduate	239	4.80%
Postgraduate Diploma	1,754	35.25%
Grand Total	4,976	100.00%

Table 4.2.29 2019 Faculty of Commerce, Law and Management Postgraduate Enrolment

B4.4 2019 Faculty of Commerce, Law and Management Qualified Postgraduates

Extended / Not Extended Curricula	Programme Type Description	Qualified	Qualified %
Not Extended	Occasional Student Postgraduate	0	0.00%
Not Extended Total		0	0.00%
Not Extended	Doctoral Degree	24	1.34%
	Honours Degree	278	15.49%
	Masters Degree (Research and Coursework)	510	28.41%
	Masters Degree (Research)	17	0.95%
	Occasional Student Postgraduate	0	0.00%
	Postgraduate Diploma	966	53.82%
Not Extended Total		1795	100.00%
Grand Total		1795	100.00%

Table 4.2.30 2019 Faculty of Commerce, Law and Management Qualified Postgraduates

B5.1 2019 Faculty of Engineering and Built Environment Undergraduate Enrolment and Academic Progress by Different Levels of Study

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/ Postgraduate	Enrolled	Proceed	%	Minimum Requirement Not Met	%	Returned To Yos	%	Decision Pending	%	Non Degree Purpose	%	No Decision	%
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	1,229	559	45.48	185	15.05	232	18.88	0	0.00	0	0.00	5	0.41
	Professional 1 st Bachelors Degree	Undergraduate	4,394	1836	41.78	688	15.66	1297	29.52	1	0.02	0	0.00	26	0.59
	Undergraduate Occasional Students	Undergraduate	26	0	0.00	0	0.00	0	0.00	0	0.00	26	100.00	0	0.00
Not Extended Total			5,649	2395	42.40	873	15.45	1529	27.07	1	0.02	26	0.46	31	0.55
Grand Total			5,649	2395	42.40	873	15.45	1529	27.07	1	0.02	26	0.46	31	0.55

Table 4.2.31 2019 Faculty of Engineering and Built Environment Undergraduate and Academic Progress by Different Levels of Study

B5.2 2019 Faculty of Engineering and the Built Environment Qualified Undergraduates

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/ Postgraduate	Qualified	Qualified %
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	248	30.81%
	Professional 1 st Bachelors Degree	Undergraduate	557	69.19%
	Undergraduate Occasional Students	Undergraduate	0	0.00%
Not Extended Total			805	100.00%
Grand Total			805	100.00%

Table 4.2.32 2019 Faculty of Engineering and the Built Environment Qualified Undergraduates

B5.3 2019 Faculty of Engineering and the Built Environment Postgraduate Enrolment

Programme Type Description	Enrolled	Enrolled %
Doctoral Degree	272	11.97%
Honours Degree	256	11.27%
Masters Degree (Research and Coursework)	1,018	44.81%
Masters Degree (Research)	392	17.25%
Occasional Student Postgraduate	19	0.84%
Postgraduate Diploma	315	13.86%
Grand Total	2,272	100.00%

Table 4.2.33 2019 Faculty of Engineering and the Built Environment Postgraduate Enrolment

B5.4 2019 Faculty of Engineering and the Built Environment Qualified Postgraduates

Extended / Not Extended Curricula	Programme Type Description	Qualified	Qualified %
Not Extended	Doctoral Degree	26	3.82%
	Honours Degree	209	30.74%
	Masters Degree (Research and Coursework)	246	36.18%
	Masters Degree (Research)	65	9.56%
	Occasional Student Postgraduate	0	0.00%
	Postgraduate Diploma	134	19.71%
Not Extended Total		680	100.00%
Grand Total		680	100.00%

Table 4.2.34 2019 Faculty of Engineering and the Built Environment Qualified Postgraduates

B6.1 2019 Faculty of Health Sciences Undergraduate Enrolment and Academic Progress by Different Levels of Study

Extended / Not Extended Curricula	Programme Type Description	UG / PG	Enrolled	Proceed	%	Minimum Requirement Not Met	%	Returned To Yos	%	Decision Pending	%	Non Degree Purpose	%	No Decision	%
Extended	Professional 1 st Bachelors Degree	Undergraduate	1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Extended Total			1	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	686	380	55.39	128	18.66	18	2.62	0	0.00	0	0.00	4	0.58
	Professional 1 st Bachelors Degree	Undergraduate	3,028	2156	71.20	263	8.69	59	1.95	0	0.00	0	0.00	8	0.26
	Undergraduate Occasional Students	Undergraduate	291	0	0.00	0	0.00	0	0.00	0	0.00	291	100.00	0	0.00
Not Extended Total			4,005	2536	63.32	391	9.76	77	1.92	0	0.00	292	7.29	12	0.30
Grand Total			4,006	2536	63.31	391	9.76	77	1.92	0	0.00	292	7.29	12	0.30

Table 4.2.35 2019 Faculty of Health Sciences Undergraduate Enrolment and Academic Progress by Different Levels of Study

B6.2 2019 Faculty of Health Sciences Qualified Undergraduates

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/ Postgraduate	Qualified	Qualified %
Extended	Professional 1 st Bachelors Degree	Undergraduate	1	0.14%
Extended Total			1	0.14%
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	156	22.32%
	Professional 1 st Bachelors Degree	Undergraduate	542	77.54%
	Undergraduate Occasional Students	Undergraduate	0	0.00%
Not Extended Total			698	99.86%
Grand Total			699	100.00%

Table 4.2.36 2019 Faculty of Health Sciences Qualified Undergraduates

B6.3 2019 Faculty of Health Sciences Postgraduate Enrolment

Programme Type Description	Enrolled	Enrolled %
Doctoral Degree	531	17.95%
Honours Degree	181	6.12%
Masters Degree (Research and Coursework)	1,796	60.72%
Masters Degree (Research)	368	12.44%
Occasional Student Postgraduate	7	0.24%
Postgraduate Diploma	75	2.54%
Grand Total	2,958	100.00%

Table 4.2.37 2019 Faculty of Health Sciences Postgraduate Enrolment

B6.4 2019 Faculty of Health Sciences Qualified Postgraduates

Extended / Not Extended Curricula	Programme Type Description	Qualified	Qualified %
Not Extended	Doctoral Degree	66	9.91%
	Honours Degree	173	25.98%
	Masters Degree (Research and Coursework)	301	45.20%
	Masters Degree (Research)	66	9.91%
	Occasional Student Postgraduate	0	0.00%
	Postgraduate Diploma	60	9.01%
Not Extended Total		666	100.00%
Grand Total		666	100.00%

Table 4.2.38 2019 Faculty of Health Sciences Qualified Postgraduates

B7.1 2019 Faculty of Science Undergraduates Enrolment and Academic Progress by Different Levels of Study

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/Postgraduate	Enrolled	Proceed	%	Minimum Requirement Not Met	%	Returned To Yos	%	Decision Pending	%	Non Degree Purpose	%	No Decision	%
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	3,537	1685	47.64	733	20.72	441	12.47	0	0.00	0	0.00	0	0.00
	Undergraduate Occasional Students	Undergraduate	163	0	0.00	0	0.00	0	0.00	0	0.00	163	100	0	0.00
Not Extended Total			3,700	1685	45.54	733	19.81	441	11.92	0	0.00	185	5.00	0	0.00
Grand Total			3,700	1685	45.54	733	19.81	441	11.92	0	0.00	185	5.00	0	0.00

Table 4.2.39 2019 Faculty of Science Undergraduate Enrolment and Academic Progress by Different Levels of Study

B7.2 2019 Faculty of Science Qualified Undergraduates

Extended / Not Extended Curricula	Programme Type Description	Undergraduate/Postgraduate	Qualified	Qualified %
Not Extended	General Academic 1 st Bachelors Degree	Undergraduate	678	100.00%
	Undergraduate Occasional Students	Undergraduate	0	0.00%
Not Extended Total			678	100.00%
Grand Total			678	100.00%

Table 4.2.40 2019 Faculty of Science Qualified Undergraduates

B7.3 2019 Faculty of Science Postgraduate Enrolment

Programme Type Description	Enrolled	Enrolled %
Doctoral Degree	518	28.17%
Honours Degree	455	24.74%
Masters Degree (Research and Coursework)	250	13.59%
Masters Degree (Research)	573	31.16%
Occasional Student Postgraduate	24	1.31%
Postgraduate Diploma	19	1.03%
Grand Total	1,839	100.00%

Table 4.2.41 2019 Faculty of Science Postgraduate Enrolment

B7.4 2019 Faculty of Science Qualified Postgraduates

Extended / Not Extended Curricula	Programme Type Description	Qualified	Qualified %
Not Extended	Doctoral Degree	70	10.56%
	Honours Degree	391	58.97%
	Masters Degree (Research and Coursework)	43	6.49%
	Masters Degree (Research)	145	21.87%
	Occasional Student Postgraduate	0	0.00%
	Postgraduate Diploma	14	2.11%
Not Extended Total		663	100.00%
Grand Total		663	100.00%

Table 4.2.42 2019 Faculty of Science Qualified Postgraduates

B8: 2019 Academic Progress by Students who qualified in 2019 by Faculty and Programme

Faculty of Commerce, Law and Management		
Undergraduate / Postgraduate	Programme Title	Qualified
Postgraduate	Bachelor of Accounting Science with Honours	32
	Bachelor of Commerce Honours	219
	Bachelor of Commerce with Honours	2
	Bachelor of Economic Science with Honours	25
	Doctor of Philosophy	24
	Master of Business Administration	232
	Master of Commerce	80
	Master of Economic Science	7
	Master of Laws	2
	Master of Laws by Coursework and Research Report	61
	Master of Laws by coursework and research report	12
	Master of Management	75
	Master of Management in Entrepreneurship and New Venture Creation	31
	Master of Management in Finance and Investment	27
	Post Graduate Diploma in Law	31
	Postgraduate Diploma in Accountancy	293
	Postgraduate Diploma in Business Administration	274
	Postgraduate Diploma in Management	315
	Postgraduate Diploma in Specialised Accountancy	27
	Postgraduate Diploma in Taxation	26
Postgraduate Total		1795
Undergraduate	Bachelor of Accounting Science	312
	Bachelor of Commerce	351
	Bachelor of Commerce (Accounting)	173
	Bachelor of Economic Science	13
	Bachelor of Laws	254
Undergraduate Total		1103
Grand Total		2898

Table 4.2.43 Faculty of Commerce, Law and Management – Students who qualified in 2019

Faculty of Engineering and the Built Environment

Undergraduate / Postgraduate	Programme Title	Qualified
Postgraduate	Bachelor of Architectural Studies Honours	47
	Bachelor of Science Honours (Construction Management)	1
	Bachelor of Science Honours in Quantity Surveying	1
	Bachelor of Science Honours in Urban and Regional Planning	22
	Bachelor of Science with Honours (Construction Management)	18
	Bachelor of Science with Honours (Quantity Surveying)	120
	Doctor of Philosophy	26
	Graduate Diploma in Engineering	6
	Master of Architecture	3
	Master of Architecture (Professional)	27
	Master of Engineering	34
	Master of Engineering (Professional)	41
	Master of Science in Aeronautical Engineering	1
	Master of Science in Building	27
	Master of Science in Bulk Materials Handling	1
	Master of Science in Development Planning	11
	Master of Science in Engineering	128
	Master of Science in Engineering Management	2
	Master of Science in Industrial Engineering	3
	Master of Science in Mechanical Engineering	2
	Master of Science in Systems Engineering	1
	Master of Science in Town & Reg Planning	1
	Master of Science in Urban & Regional Planning	1
	Master of Urban Design	14
	Master of Urban Studies	5
	Master of the Built Environment	9
	Postgraduate Diploma in Engineering	75
	Postgraduate Diploma in Planning	4
Postgraduate Diploma in Property Development and Management	49	
Postgraduate Total		680

Undergraduate / Postgraduate	Programme Title	Qualified
Undergraduate	Bachelor of Architectural Studies	84
	Bachelor of Engineering Science (in Digital Arts)	13
	Bachelor of Engineering Science in Biomedical Engineering	20
	Bachelor of Science (Construction Studies)	108
	Bachelor of Science (Urban and Regional Planning)	6
	Bachelor of Science in Engineering (Aeronautical)	24
	Bachelor of Science in Engineering (Chemical)	102
	Bachelor of Science in Engineering (Civil)	72
	Bachelor of Science in Engineering (Electrical)	58
	Bachelor of Science in Engineering (Electrical) Information	35
	Bachelor of Science in Engineering (Industrial)	42
	Bachelor of Science in Engineering (Mechanical)	73
	Bachelor of Science in Engineering (Metallurgy & Materials)	32
	Bachelor of Science in Engineering (Metallurgy and Materials)	1
	Bachelor of Science in Engineering (Mining)	72
	Bachelor of Science in Property Studies	46
Bachelor of Science in Urban and Regional Planning	17	
Undergraduate Total		805
Grand Total		1485

Table 4.2.44 Faculty of Engineering and the Built Environment – Students who qualified in 2019

Faculty of Health Sciences

Undergraduate / Postgraduate	Programme Title	Qualified
Postgraduate	Bachelor of Health Sciences Honours	173
	Diploma in Advanced Nursing	15
	Doctor of Philosophy	66
	Master of Dentistry	4
	Master of Health Sciences Education	1
	Master of Medicine	184
	Master of Medicine in Internal Medicine	1
	Master of Medicine in Paediatric Surgery	2
	Master of Medicine in the Specialty of Virology	1
	Master of Pharmacy	3
	Master of Public Health	16
	Master of Science in Dentistry	8
	Master of Science in Epidemiology	27
	Master of Science in Medicine	66
	Master of Science in Nursing	25
	Master of Science in Occupational Therapy	18
	Master of Science in Physiotherapy	11
	Postgraduate Diploma in Child Health	1
	Postgraduate Diploma in Health Sciences Education	14
	Postgraduate Diploma in Occupational Health	18
Postgraduate Diploma in Occupational Therapy	1	
Postgraduate Diploma in Tropical Medicine and Hygiene	11	

Undergraduate / Postgraduate	Programme Title	Qualified
Postgraduate Total		666
Undergraduate	Bachelor of Clinical Medical Practice	39
	Bachelor of Dental Science	35
	Bachelor of Health Sciences (Biokinetics)	10
	Bachelor of Health Sciences (Biomedical Sciences)	93
	Bachelor of Health Sciences (Human Sciences)	1
	Bachelor of Medicine and Bachelor of Surgery	307
	Bachelor of Nursing	32
	Bachelor of Oral Health Sciences (Oral Hygiene)	13
	Bachelor of Pharmacy	72
	Bachelor of Science in Occupational Therapy	53
	Bachelor of Science in Physiotherapy	44
Undergraduate Total		699
Grand Total		1365

Table 4.2.45 Faculty of Health Sciences – Students who qualified in 2019

Faculty of Humanities

Undergraduate / Postgraduate	Programme Title	Qualified
Postgraduate	Bachelor of Arts Honours	433
	Bachelor of Arts Honours in South African Sign Language	7
	Bachelor of Arts with Joint Honours	18
	Bachelor of Education Honours	112
	Bachelor of Education with Honours	3
	Doctor of Philosophy	69
	Master of Arts by Coursework and Research Report	167
	Master of Arts by Research	41
	Master of Arts in Social Work by Research	1
	Master of Arts in Audiology by Research	7
	Master of Arts in Clinical Psychology	11
	Master of Arts in Community-Based Counselling Psychology	12
	Master of Arts in Dramatic Art by Research	3
	Master of Arts in Fine Arts by Coursework and Research Report	1
	Master of Arts in Fine Arts by Research	3
	Master of Arts in Heritage by Coursework and Research Report	1
	Master of Arts in Social Work by Coursework and Research Report	8
	Master of Arts in Speech Pathology by Research	4
	Master of Arts in Translation by Coursework and Research Report	3
	Master of Arts in Translation by Research	1
	Master of Education (in Educational Psychology)	8
	Master of Education by Coursework and Research Report	36
	Master of Education by Research	2
	Master of Music	1
	Postgraduate Certificate in Education in Senior Phase and Further Education and Training Teaching	212
	Postgraduate Diploma in Arts	15
	Postgraduate Diploma in Education	17
Postgraduate Diploma in Translation and Interpreting	4	

Undergraduate / Postgraduate	Programme Title	Qualified
Postgraduate Total		1200
Undergraduate	Bachelor of Arts	651
	Bachelor of Arts (Law Major)	184
	Bachelor of Arts in Digital Arts	1
	Bachelor of Arts in Dramatic Art	23
	Bachelor of Arts in Film and Television	34
	Bachelor of Arts in Fine Arts	33
	Bachelor of Arts in Performing and Visual Arts	17
	Bachelor of Arts in Speech and Hearing Therapy	32
	Bachelor of Education (Foundation Phase Teaching)	67
	Bachelor of Education (Secondary Teaching)	335
	Bachelor of Education (Senior Primary Teaching)	121
	Bachelor of Music	8
	Bachelor of Music: Extended Curriculum	5
Bachelor of Social Work	54	
Undergraduate Total		1565
Grand Total		2765

Table 4.2.46 Faculty of Humanities – Students who qualified in 2019

Faculty of Science

Undergraduate / Postgraduate	Programme Title	Qualified
Postgraduate	Bachelor of Science Honours	389
	Bachelor of Science with Honours	2
	Doctor of Philosophy	70
	Master of Science (Coursework and Research Report)	43
	Master of Science (Dissertation)	145
	Postgraduate Diploma in Scientific Studies	14
Postgraduate Total		663
Undergraduate	Bachelor of Science	678
Undergraduate Total		678
Grand Total		1341

Table 4.2.47 Faculty of Science – Students who qualified in 2019



SECTION 5

Entities and Associations

5.1 Engagement with society

Located in Johannesburg, one of the country's most cosmopolitan urban gateways, globally connected through important nodes of research and learning, the Faculty is strongly committed to scholarship for, and in society. Through the publication of its high-quality scholarship, creative outputs, and socially responsive research, the Faculty is a public intellectual hub grappling with the key social questions of our time. It regularly engages with, and is consulted by stakeholders and actors across the sectoral landscape in South Africa, Africa and beyond. Its staff feature prominently in the media as leading experts on a range of social topics and challenges. The Faculty also houses a number of staff that shape both social policy and produce health professionals and social scientists with a view to fundamentally transforming the inequalities that continue to characterise South African society.

5.1.1 Introduction: from service to holistic engagement

The Faculty of Humanities' key points of routine service contact in 2019 included the provision of audiological, speech and psychological and social work services through the Emthonjeni Centre, a multidisciplinary evidence-based, service delivery hub. The Centre embraces a socio-ecological approach that includes whole-of-life interventions at the micro-meso and macro levels. The Children's Communication Centre is also nested within the Faculty's School of Human and Community Development. The Centre provides intensive therapies and early interventions for children with significant speech, language, hearing and communication challenges. In addition, the Faculty's Drama for Life Programme also engaged directly with several communities, using psycho-drama and theatre to explore the realities, challenges and accomplishments of everyday life amongst people in a range of targeted areas.

5.1.2 Academically based community engagement

5.1.2.1 Faculty of Humanities

The Faculty's primary fields of public intellectual engagement are driven out of the Wits Institute for Social and Economic Research (WiSER) and Society for Work and Development (SWOP), its flagship research entities. Alongside its regular Wits Interdisciplinary Seminars in the Humanities (WISH), in 2019, WiSER hosted two major international conferences, Humanities in Africa in the Era of Machine Learning and Spatial Typographies and the Built Environment: Navigating African Urban Landscapes. It also co-convened a major international Summer School with Princeton, and as a contribution to the process of decolonizing the curriculum, the Institute's director, Professor Sarah Nuttall, ran a six month-long seminar series on 'The State of Literary Studies in South Africa and Beyond'. SWOP's regular Breakfast Seminars continued with a series of events during 2019. These included seminars focused on the politics of corruption; 'decent work'; dispossession and the desecration of ancestral graves by mining corporations and the aftermath of 'Marikana'. Also, during the reporting year, the Wits School of Arts hosted the The Fak'ugesi Digital Africa Festival aimed at contributing to understanding the role of research-based digital culture and innovation in Africa, which attracted many international, African and South African artists.

The Faculty of Humanities facilitates a variety of touchpoints with several sectors of society. Its nodes of community engagement span service delivery via its Emthonjeni Centre, which offers evidence-based interventions in the areas of audiological, speech and psychological and social work services across the lifespan and the Children's Communication Centre nested within the Faculty's School of Human and Community Development. The Centre provides intensive therapies and early interventions for children with significant speech, language, hearing and communication challenges. In 2019, both these service delivery Centres continued to provide essential, research-led interventions to communities within the university and its surrounds. Also in 2019, the Wits Institute for Social and Economic Research (WiSER) and Society for Work and Development (SWOP), the Faculty's flagship research entities continued to convene their mainstay public intellectual meetings in the form of the Wits Interdisciplinary Seminars in the Humanities (WISH) and Breakfast Seminars respectively. The Faculty also hosted the Arts Research Africa project, funded by the Andrew W. Mellon Foundation, a cutting-edge initiative focused on exploring the role of creative research in knowledge production. Alongside these key outreach events the Faculty's staff feature prominently in the media as leading experts on a range of social topics and challenges in 2019. The Faculty continues to house a number of staff that shape both social policy and produce health professionals and social scientists with a view to advancing internationally impactful knowledge towards the global public good.

5.1.2.2 Faculty of Commerce, Law and Management Engagement with society

The CLM Faculty has taken a multi-pronged approach to our engagement with the broader society.

1. The Dean's fireside chat

This is an initiative of the Dean to introduce our students and interested members of society to key leadership, particularly in the Business world. The Dean's Fireside Chat is an informal conversation between the Dean and a well-known business personality that looks at the people behind the headlines. It is an extremely popular event particularly with our graduate students. Last year we targeted prominent women in business and hosted Priscillah Mabelane, Mpumi Madisa and Dr Judy Dlamini. All of the events gave rise to enthusiastic discussions about gender transformation in business and in the broader society.

2. Conversations with business leaders

We partnered with EnsAfrica to host a discussion on international competition policy by global expert Professor Eleanor Fox.

3. Public lectures

We hosted two book launches at the School of Law, both on competition policy. Professor Eleanor Fox gave a public lecture and Norman Manoim hosted a seminar to launch his book *Competition and Economic Regulation for Inclusive Growth in Southern Africa*.

4. National political and economic discussions

We collaborated with SABC and the CDE on a live broadcast on inclusive economic growth. The event was a panel discussion mediated by Stephen Grootes.

Entities and associations

The Southern Centre for Inequality Studies entered its second full year of operation in 2019, and marked the occasion by moving into its new premises, North Lodge. The new building has provided space for collaboration between researchers and across disciplines, and has allowed us to host a range of events which bring together our research community. The SCIS has a successful year on a number of fronts. The Centre hosted its first International inequality symposium in April, and later in the year published special issues in two journals, *Transformation and Development Southern Africa*, which examined various aspects of inequality in South Africa. Throughout 2019, we hosted vibrant academic and policy engagements, including an interdisciplinary inequality seminar series, a reading group, and a schedule of public lectures. The year was also foundational for longer term research projects focusing on alternative forms of ownership and employee participation, black economic empowerment in South Africa, wealth inequality and elites, the links between technology, and the future of work and inequality in the global South. While the SCIS is located in South Africa, our focus continues to be on inequality across the global South, and this is supported by a range of new initiatives, including the Cameron Schrier Equality Fellowship for activists from across the global South, which launches in 2020.

The Centre for Learning on Evaluation and Results works to build the capacity of governments and civil society to track the performance and development results of social programs, specifically focusing on Anglophone African countries. In 2019, the Centre built on the success of previous years to deepen and intensify its program and shifted from a responsive, demand-led approach to one that deliberately supports countries in building country-led and -owned monitoring and evaluation systems. The past year saw a fundamental strategic shift by the Centre to an approach that is characterised by strong partnerships with national governments, UN Agencies, civil society organisations and others. To this effect, one of its most successful partnerships is with its affiliate, the Ghana Institute for Management and Public Administration (GIMPA), which has facilitated the scaling up of CLEAR-AA's work in West Africa. The Centre has also initiated capacity strengthening initiatives in ten partner countries and formalised a strategic partnership with Unicef in support of national evaluation capacity development in an initial cohort of five of these countries. Amongst a range of successful training programs in Ethiopia and elsewhere, the Centre also delivered its annual Development Evaluation Training Programme for Africa, which included significant representation from the World Food Program. The programme continues to grow in popularity and is being increasingly recognised for bringing a contextually-relevant, African response to the subject of M&E and development at large, which has garnered positive reviews from participants. While research has always been an important part of the Centre's programme, in 2019 a formal research and learning team was established to intensify its academic and scholarly outputs to contribute to the growing body of knowledge around M&E. One such contribution in 2019 was the release of its book "Evaluation Landscape in Africa" which makes a significant contribution to understanding the state of evaluation on the continent and the challenges it faces. The change

in strategy was accompanied by a change in leadership, with the appointment of a new Director, Dugan Fraser, who is building on the impressive foundations laid by his predecessor, Dr. Laila Smith. Prof. Fraser continues the CLEAR-AA legacy of building a strong team of technical specialists, associates and emerging evaluators that sets the Centre apart as leaders in evaluation capacity and systems strengthening on the continent.

The Centre on African Philanthropy and Social Investment (Chair in African Philanthropy) was established at WBS in 2016 as a result of a collaboration with the Southern Africa Trust. A visiting professor, Professor Alan Fowler was recruited to lead the planning and establishment of the Chair and in 2018, a director was brought on board to lead the process of expanding the Chair into a Centre. Today the Centre has three full time employees, three visiting personnel (visiting professor and two visiting researchers), ten associate researchers, a twenty two member advisory board, sixteen international editorial board members and fourteen doctoral students who have received grant funds to conduct their research. In addition, the Centre admitted three Masters students by Research. A Masters' Degree in African Philanthropy by Coursework is underdeveloped. It has been approved by the Ministry of Higher Education and Training. In the last year, the Centre held three large conferences that drew more than 500 participants. These were in setting the agenda for philanthropy in Africa in response to development such as the cyclones that devastated some parts of Southern Africa. Other notable achievements of the Centre include the building of partnerships with other international and African institutions of higher learning, associations and donors. Further, eleven researchers were finalised last year and are currently being edited for publication. A further ten papers are currently underway focusing on 30 big economies in Africa-attempting to understand the scope and size of philanthropy and social investment. For more information please visit www.capsi.co.za

5.1.2.3 Faculty of Health Sciences

School of Anatomical Sciences

Significant research awards, grants and collaborations

- Professor P Manger was recognized on the list of the 100 000 World's Best Scientists as determined by PlosBiology (last 20 years).
- Several staff members received NRF Thuthuka grants.
- Dr C Small received an American Academy of Forensic Sciences Humanitarian and Human Rights Resource Center (AAFS HHRRC) grant.
- Dr T Augustine was awarded the Scales-Antrobus Prize in the field of breast cancer.

Appointments to significant Boards and Societies

- Emeritus Professor B Kramer was appointed for a second term as President of the IFAA.
- Dr T Calvey was voted into the IBRO Nominating Committee.
- Dr T Augustine was invited to serve on the Editorial Board of Nature Scientific Reports.
- Professor L Schepartz was appointed as an Academic Editor of PLOS ONE.
- Dr D Brits was invited to serve on the Editorial Board of Forensic Science International: Reports.

He was also appointed as a panel member for an International Advisory Committee for the accreditation of postgraduate degrees by the Tertiary Education Commission (TEC), Mauritius.

- Dr B Maseko spent some time in the USA as a Fulbright scholar, which included a Live Facebook interview as a Fulbright Alumnus to promote USA-SA collaborative research for the U.S. Department of State. She was also invited to the Fulbright Assessment Committee.

School of Clinical Medicine

Significant research awards, grants and collaborations

- Professor F Raal has been one of the most cited researchers in the Faculty of Health Sciences, University of the Witwatersrand for the past four years and was listed as one of the most highly cited researchers who have produced papers ranking in the top 1% of citations in their field worldwide by the Web of Science Group for 2019.
- Professor S Naicker was awarded a major grant by the MRC/GSK/Newton with Professor G Paget as PI. The project is housed in the Agincourt research site, and included DPHRU with the Birth to Twenty cohort amongst the study participants (2017-2019).

- Professor G Paget is the local PI on an international grant awarded by the MRC UK, in collaboration with the University of Bristol and the Adult and Paediatric Nephrology Units at Wits.
- Dr A Graham received the Trailblazer award. She has a Bristol-Myers Squibb Foundation 'Secure the Future': R20 million grant (2018) used for setting up the Lung Laboratory (research and interventional Pulmonology centre at Helen Joseph Hospital).
- Professor A Dhai: Collaboration with the MRC resulted in hosting of the 1st South African Gene Editing Conference in November 2019.
- Biomed CLP432 study: Professor H Lombaard is the national study co-ordinator and Dr A Wise is PI for a new AI training study on assessment of the cervix for cervical dysplasia, a multicentre international study.
- Dr S Maswime received the Discovery Foundation Massachusetts General Hospital Award.
- Dr P Monyake and Dr K Thomas – were nominated onto the Top 200 Mail and Guardian list.
- Dr A N Cele was invited to participate in the Mandela Washington Fellowship for Young South African Leaders.
- Professor R Shires received the International Excellence in Endocrinology award.
- Professor S Norris received the Vice-Chancellor's 2019 Research Award. Professor Norris is the Director of the NRF Centre of Excellence in Human Development and Director of the SAMRC Wits Developmental Pathways for Human Research.
- Professor J Botha and his team at the Wits Donald Gordon Medical Centre Transplant Unit were awarded the Vice-Chancellor's Transformation Award for performing the first living donor kidney transplant from an HIV positive parent (mother) to her HIV negative child.

Appointments to significant Boards and Societies

- Professor S Naicker was appointed as a member of the Ministerial Advisory Committee on Transplantation (MAC).
- Professor G Paget: was appointed as the President of the Renal Society of South Africa; He is also a Member of ministerial advisory committee for transplantation.
- Professor M Mer: is the Chairperson of the Global Intensive Care Working Group of the European Society of Intensive Care Medicine; Vice-President of the Southern African Society of Thrombosis and Haemostasis. He is also a Panel member for the new Surviving Sepsis Campaign Guidelines, and current Council member of the African Sepsis Alliance.
- Professor K Behrens: Appointed to the Research Ethics Committee of the Council for Scientific and Industrial Research (2019 – 2021).
- Dr Y Kadish graduated as a psychoanalyst from the international psychoanalytic association (IPA).
- Mr Z Mbele was appointed to Exco of The South African Psychoanalytic institute (SAPI).
- Miss LTandwa was appointed as technical expert in the National Department of Health: World Health Organization Joint External Evaluation (JEE) Technical Working Group for Biosafety and Biosecurity. She was also appointed as researcher and writer for a consensus study at the Academy of Science of South Africa.
- She was also co-opted onto the Human Rights Law and Ethics Committee of the SAMA. In addition she was appointed as Ethics Advisor to the Chairman of SAMA; and as Vice Chair of the UNESCO International Bioethics Committee.

School of Pathology

Significant research awards, grants and collaborations

- Professor E Mayne was promoted to Associate Professor. She also received two National Institutes of Health (Common Fund) for \$800 000 and \$100 000 annually for three years (2019-2022).
- Drs L Lamola, M Mudau and N Carstens of the Division of Human genetics were the recipients of the NRF Thuthuka Grants.
- Dr EK Wiener was the recipient of the of the Phillip Tobias Educational bursary.
- Dr H Soodyall was promoted to Research Professor.

- Dr Z Lombard was promoted to Associate Professor.
- Dr A Ahmad received the South Africa National Research Foundation (NRF) grant for Y-rated researchers for Jan 2019 – Dec 2021 (RDYR180418322304- 116339) (ZAR 100 000 p. a. x 3 years = 300 000). In addition, he received the Wits University Research Committee Grant – Friedel Sellschop Award for Jan 2019 – Dec 2021 (ZAR 145 000 p.a. x 3 years = 435 000).
- Dr JL Vaughan received a Fogarty mini-grant research award, July of 2019.
- Dr RWadee received an NRF Grant to the value of R42 810.
- Dr P Magangane received an NRF grant to the value of R109 898.

Appointments to significant Boards and Societies

- Professor J Mahlangu was appointed Chairman of the South African Medical Research Council Board.
- Professor E Mayne was appointed to the Science and Policy Committee of the International Society of Biological and Environmental Repositories. She was appointed to the executive committee (local) of the International Union of Immunology Societies.
- Professor P Michelow was appointed to the International Academy of Cytology Executive Committee. She was also invited to serve on the editorial board of the Journal of the American Society of Cytopathology (JASC).

School of Public Health

Significant research awards, grants and collaborations

PRICELESS SA was awarded several grants:

- An Assessment of the Food Environment in 3 Gauteng hospitals a joint project with Cambridge University as part of the Global Diet and Activity Research project funded by the NIHR.
- INPreP Improved Nutrition Preconception Pregnancy Post-Delivery, (NIHR Southampton 1000DaysPlus Global Nutrition Research Group).
- University of North Carolina Global Food Research extension of project research support front of package labelling on processed foods, stop marketing of foods to children and to support the sugar sweetened beverages tax- funded by UNC.
- Developing a package of effective regulatory interventions for healthier food environments in Kenya, Tanzania and Uganda funded by IDRC.
- To determine the direct medical and indirect costs of hypertension to the SA public health system funded by NDOH.
- Professor K Kahn: UKMRC/SAMRC/Newton Fund, Digital delivery of Behavioral Activation to overcome depression and facilitate social and economic Transitions of adolescents in South Africa (DoBAT), ZAR 8 991 863 and BP 215 443 (2019-2022).
- Professor S Tollman: Department of Science and Innovation Hosted by SAMRC, ZAR 43 716 726 (2019-2022).
- Professor M Collinson: SAPRIN Cycle II: Agincourt Node Health and Socio-Demographic Surveillance System.
- Dr R Twine: Funded by the National Institutes of Health (NIH), with Noguchi Memorial Institute for Medical Research, University of Ghana: Developing best practice for community engagement in genomics and biobanking in Africa – CEBioGEN, ZAR 1 192 796 (2019-2022).
- Dr A Wade: National Institutes of Health / Fogarty International Centre Endocrine and metabolic diseases in Rural South Africa (ENDORSE) - establishing burden and improving detection, ZAR 177 000 (2019-2021).

Appointments to significant Boards and Societies

Professor S Tollman	Chair, 5-year reviews (QQR) of all MRC intramural research units. Chair, Scientific Advisory Committee, UKMRC / UVRI & LSHTM Uganda Research Unit May 2019. Chair, Africa Research Excellence Fund (AREF), Fellowship selection panel.
Professor K Hofman	Academy of Sciences of South Africa (ASSAF) health committee. Advisory committee for NDOH for NCD strategy.
Professor S Goldstein	International Monitoring Board for Global Polio Eradication. South African Alcohol Policy Alliance board member. Advisory committee for Strategic Plan for School Health Nutrition.
Dr I Edeka	NITAG (National Immunisation Technical Advisory Group). RITAG (Regional Immunisation Technical Advisory Group - WHO). WHO advisory group on economic thresholds; WHO HTA advisory group.
Mrs G Keretetse	Member of panel discussion at the SAIOH 2019 conference on the topic "Occupational Hygiene discipline in SA", 17 October 2019.
Dr V Govender	Associate member to the College of Public Health Medicine of South Africa, appointed 8 November 2019.

5.2 Service Learning

5.2.1 Wits RHI

This year marks the 25th anniversary of the Wits Reproductive Health and HIV Institute's (Wits RHI), which was established in 1994 as the Reproductive Health Research Unit (RHRU) and was recognised as an institute as of 1st October 2010. This status was awarded after merging RHRU and Enhancing Children's HIV Outcomes (ECHO) and for our outstanding portfolio of research.

From our modest beginnings 25 years ago, we broadened our original portfolio focusing on sexual and reproductive health to include HIV research and health service provision, and later expanded further into a wider range of infectious diseases and their interface with HIV, including sexually transmitted infections, tuberculosis, and opportunistic infections. Today, Wits RHI has an extensive portfolio embracing research, programmatic support, training, policy development, health systems strengthening and technical assistance at a national and international level and is one of the largest organisations of its kind in Africa.

2019 Project Highlights

African Local Initiative for Vaccinology Expertise (ALIVE)

The Wits ALIVE is a vaccinology flagship programme addressing the need for increasing vaccinology research capacity in the African region and will offer new opportunities for authoritative global research leadership. The aim of this study is to describe and understand vaccine decision-making and expressions of vaccine hesitancy among beneficiaries and implementers of HPV vaccination in two campaigns in South Africa, comparing single dose and two dose HPV vaccination campaigns in two provinces. The study takes place in two sites: the district of Lejweleputswa in Free State province and the local municipality of Bushbuckridge, Mpumalanga province.

In relation to the two vaccination campaigns: (i) a single dose catch-up HPV vaccination campaign among Grade 10 girls, and (ii) the second dose campaign of the national two-dose HPV vaccination programme among Grade 4 girls.

HOPE (HPV One and two dose Population Effectiveness) Study

In 2019, the HOPE HPV study vaccinated 4807 grade ten female learners with one dose of the HPV vaccine. Nearly 900 females age 17-18 years were enrolled in the HOPE HPV prevalence survey in four provinces. Laboratory testing of HPV specimens has been completed, and data cleaning and analysis is underway. Learnings and preliminary findings from HOPE will be presented in two oral presentations and one poster presentation at the International Papillomavirus Conference in 2020.

Evidence for Contraceptive options and HIV Outcomes (ECHO) Trial

The Wits RHI RC CRS was one of the sites participating in the ECHO trial. The ECHO trial aimed to compare the risks of HIV acquisition between women randomised to DMPA-IM, levonorgestrel (LNG) implant, and copper IUD. The trial closed to participant follow up in October 2018 and final analysis commenced thereafter. Results were released at the SA AIDS conference in June 2019 and the outcomes were published in the Lancet. The ECHO trial found no substantial difference in the risk of getting HIV among 7 829 women randomly assigned to use one of three reversible, highly effective contraceptives: DMPA-IM, copper IUDs or LNG implants. These results informed the revision of the World Health Organization's (WHO) fifth edition of the Medical eligibility criteria for contraceptive use (MEC) in that women at a high risk of HIV can use all methods of contraception without restriction. The RC CRS team was proud to be part of this landmark trial.

In terms of HIV prevention efforts, the Wits RHI RC CRS also conducted the MTN-025/HOPE study. HOPE was a Phase 3B Open-Label Follow-on Trial to Assess the Continued Safety of and Adherence to a Vaginal Ring Containing Dapivirine in Women. Results from HOPE were presented at the 10th IAS Conference on HIV Science (IAS 2019) in Mexico City on 23 July 2019 by Professor Jared Baeten. HOPE was designed to provide former participants of the MTN-020/ASPIRE Phase III study of the monthly dapivirine vaginal ring the opportunity to use the ring for one year while researchers collected additional information about its safety and how women would use it knowing it reduced the risk of HIV in ASPIRE. HOPE results indicated the ring was very well-tolerated and used persistently by women for the entire year of the study. More than 90 percent of women chose the ring at the start of the study, and the majority used it for the duration of HOPE. Overall, the results from this open-label extension trial of the dapivirine ring indicate high uptake and lower than anticipated HIV-1 incidence in this high-risk population.

The Wits RHI RC CRS team is also implementing MTN-034/REACH (Reversing the Epidemic in Africa with Choices in HIV Prevention). REACH is a Phase 2a Crossover Trial Evaluating the Safety of and Adherence to a Vaginal Matrix Ring Containing Dapivirine and Oral Emtricitabine/Tenofovir Disoproxil Fumarate in an Adolescent and Young Adult Female Population

The Wits RHI Research Centre CRS received activation for the MTN-034 (REACH) study on 01 April 2019. The first participant was screened on 9 April 2019 and enrolment commenced on 25 April 2019.

Finally, the Wits RHI RC CRS was also excited to conduct its first NIH funded MSM study, MTN-035/DESIRE (Developing and Evaluating Short-acting Innovations for Rectal Use): Acceptability, Tolerability, and Adherence of Three Rectal Microbicide Placebo Formulations among HIV Seronegative Cisgender Men, Transgender Men and Transgender Women Who Engage in Receptive Anal Intercourse.

The Wits RHI Research Centre CRS received activation for the MTN-035 (DESIRE) study on 18 October 2019. The first participant was screened on 25 October 2019 and enrolment commenced on 7 November 2019.

Key Populations Programme

During the first year of the 5-year USAID Award for advancing the South African HIV Response for Key Populations, Sex Workers, and Transgender individuals, the Wits RHI Key Populations intensified services at four existing sex worker sites and opened four new transgender sites. The latter provide the first USAID-funded services for the trans-community in Africa. The integration of gender-affirming hormone therapy and psychosocial support within a primary health care and HIV prevention/ treatment package serves to increase uptake of services and retention in care. In its first six months of operation, the transgender programme reached 1,566 individuals, achieving a 57% PrEP uptake rate among those who tested HIV-, a 25% HIV+ testing yield, and 68% linkage to ART. The sex worker sites provided outreach services to 33,149 female sex workers nationally, achieved a 38% PrEP uptake rate, a 19% HIV testing yield, an 89% linkage to antiretroviral therapy, and reached a 92% viral load suppression rate among the sex worker ART cohort. The transgender programme launch held in Cape Town in December 2019 was attended by the Head of Ministry, Western Cape Ministry of Health and the U.S. Consul General.

TB Champ

This trial specifically targets children less than five years for two reasons. Firstly, children less than five years are at the highest risk of progressing to TB disease following infection. Secondly, concordance of drug susceptibility is high between adults with MDR-TB and young child household contacts. This group is therefore most likely to benefit from MDR-TB preventive therapy. In addition, global policy and national guidelines in South Africa advocate preventive therapy only for HIV-negative child contacts less than five years following exposure to a drug-susceptible TB index case, enhancing the programmatic relevance of our proposed trial. Furthermore, this trial targets children (HIV-infected and uninfected) under 5 years of age, regardless of tuberculin skin test (TST) status, to ensure programmatic relevance,

since WHO and the South African National TB Programme (SA NTP) do not mandate tests of TB infection prior to initiating TB preventive therapy.

Project PrEP

- As of November 2019, the number of individuals reached through direct engagement stands at 42 025 total – 58% of this number is AGYW. Multimedia, online or global reach has moved up to more than 3 000 000 individuals reached through social media and websites – more than 75% of this reach accounts for women within the project's target age range.
- Total number of clients (both male and female) initiated on PrEP is 6014. AGYW account for 3 182 or 52,9% of those initiations, with the remainder being initiations in other age groups including men. With a target of 6 640 AGYW initiations over a three-year period, 47,9% of the target was achieved in just 13 months of implementation.
- Hosted three satellite sessions at local and international conferences including SAAIDS, IAS and ICASA.
- A total of 683 people including nurses, lay counsellors, pharmacists, doctors, peer navigators/educators, data capturers, field workers, security guards, general assistants and demand creation agents received different trainings.
- Developed the www.myprep.co.za website on behalf of NDoH – manages hosting, content and metrics.

Income and sustainability

Wits RHI is a donor-funded organisation and has more than 76 grants under management, totalling over R896 million per annum. Funding is sourced both internationally and locally, and includes substantive grants from the Department of Health, National Institutes of Health, Bill & Melinda Gates Foundation, European Union, the World Health Organization (WHO), United States Agency for International Development (USAID), Unitaid and the President's Emergency Plan for AIDS Relief (PEPFAR). These projects reflect the research objectives of the organisation over the next three years.

Publications

Wits RHI has 32 staff who are jointly appointed in the Faculty of Health Sciences. The Institute has 7 active honorary joint appointments. Joint appointees are collaborators or past staff who have or will publish with Wits RHI staff and provide support for capacity-building through postgraduate student supervision.

In 2019, Wits RHI published a total of 116 manuscripts in ISI- indexed journals. These publications make significant contributions to research, health systems strengthening, policy development, training, technical assistance at national and international level.

Awards

Wits RHI staff are often recognised for their dedication and achievement in different research platforms and 2019 was no exception with the staff receiving accolades awards for their hard work.

Diantha Pillay was awarded the Mail and Guardian Top 200 Young South African in the health category, the Research Centre team was presented with the MTN Lab award, and the Shandukani Research Centre was recognised for their outstanding contribution to IMPAACT 2009.

Committees

Wits RHI makes significant contributions to the development of national, regional and global health policies and guidelines. The Institute provides support, technical assistance and capacity building to ensure evidence-based policy change for the improvement of health outcomes. Subsequently many Wits RHI's senior researchers belong to different national, regional and international committees and boards.

Professor Rees chairs the South African Health Products Regulatory Authority (SAHPRA). She is the co-chair of the South African National Health Data Advisory and Coordination Committee (NHDACC). Professor Rees is a member of South Africa's National Advisory Group on Immunization and a member of the Scientific Advisory Committee of the South African National Institute of Communicable Diseases (NICD). She is the co-director of the African Local Initiative for Vaccinology Expertise (ALIVE), Wits University Flagship Centre for Vaccinology (ALIVE). Prof Rees also chairs the Child Health and Mortality Prevention Surveillance (CHAMPS) sits and the WHO AFRO Regional Immunization Technical Advisory Group (RITAG).

Dr Saiqa Mullick, Professor Sinead Delany-Moretlwe, Dr Michelle Moorhouse, and Dr Danielle Traville sit on the PrEP Technical Working Group.

Dr Saiqa Mullick is a member of the South African HIV/TB Implementation Research Advisory and she is a member of the Sexual and Reproductive Health Working Group and the Biomedical Prevention Implementation Collaborative.

Dr Lee Fairlie sits on MTN 042 of the HIV National Committee.

Professor Helen Rees, Dr Thesla Palanee-Philips and Melanie Pleaner are committee members of the Initiative on Multipurpose Technology (IMPT) focusing on combination technologies for HIV and STI prevention and contraception.

Wits RHI is committed to developing and conducting relevant research, providing technical assistance and capacity building that is geared to informing policy development and evidence-based programmes.

5.3 Professional Services

5.3.1 Wits Commercial Enterprise

Wits Commercial Enterprise (“Wits Enterprise”) is a wholly owned entity set up during 2002-2003 to provide services to the University as a facilitating channel in the areas of short course training, research and consulting, and innovation (including technology transfer) that enables the University to generate additional income from its intellectual assets.

During 2019 Wits Enterprise grew its contribution to University income by 30% to R213 million.

The highlights during the year include:

1. Increased collaboration between the University and SETA’s

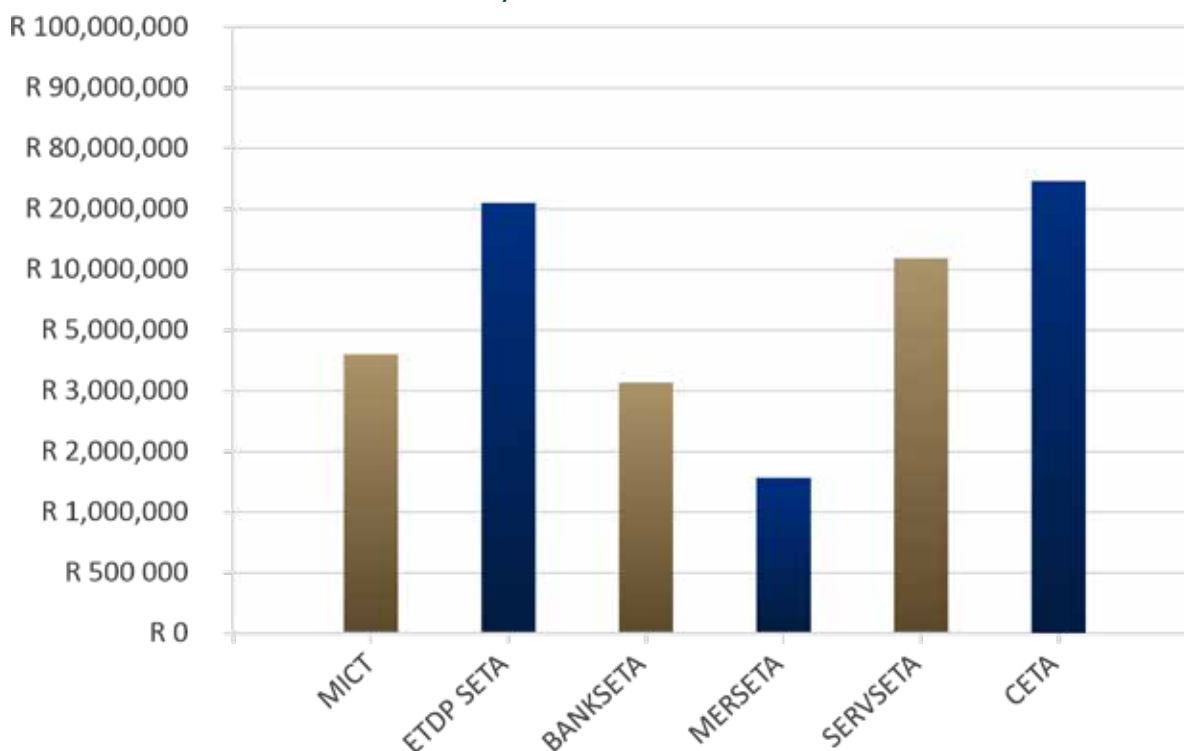


Figure 5.3.1 Collaboration with the SETA’s

2. The development of a portfolio of online Wits short courses offered through Wits Digital Campus platform <https://digitalcampus.co.za/> grew 50% from R21 million in 2018 to R33 million in 2019.

3. The creation of a new company to commercialise technology developed at Wits:

Start-up companies create jobs and grow the economy and can afford Wits’ researchers the opportunity to participate in the commercialisation of their research.

In 2019, PeCo Power (Pty) Ltd was established to address the need for electrification of the ~600,000 SA homes that are unlikely to be linked to the Eskom grid, and millions more in the rest of Africa. PeCo Power’s solution provides a flexible ‘mini grid’ system for a home. Renewable power sources (e.g. solar panels), batteries, together with lights, mobile chargers, etc can be safely and easily plugged in and out with no technical training. The mini grid can be easily expanded as the household is able to afford additional sources and batteries. The company was established in partnership with Umbono Natural Resources (Pty) Ltd. The Wits team of engineers that developed the technology included two students who are now both shareholders in and employees of the fledgling company.

5.3.2 Origins Centre

The Origins Centre had a very successful 2019. The highlight of the year was the opening of the Rock Engraving Archive to the public. The launch, opened by the Vice Chancellor, was attended by 110 Wits Alumni. The opening of the Archive marked the end of a process that started almost 20 years ago, when the then Director of the Rock Art Research Institute, Professor Ben Smith, rescued the engravings from the Zoological Gardens in Johannesburg. Initially housed in the Wit's Rembrandt Gallery, the boulders were moved to the Origins Centre's new wing in 2016, and with funding from the National Institute for Humanities and Social Sciences, opened to the public in October 2019. The museum's magnificent triple volume room that houses the Mason Embroideries was also given a much-needed facelift to coincide with the opening.

In collaboration with the University of Oslo, the Origins Centre Museum held a workshop on the need to transform museums and museum practice. Amidst calls to break out of the colonial mindset and decolonise academia, researchers have stressed the need to historicise museum objects and collections and expose the oppressive and problematic colonial scientific tradition under which these were collected and created. The two-day workshop called Conversations about Art, Objects and Archives was hosted at Origins with 25 delegates attending from predominantly African countries, but also abroad. Plans are being made to publish the papers from this workshop in a peer-reviewed edited volume entitled "Re-thinking the curatorial" the collection will interrogate old practices and point out new directions for the curatorship of colonial collections and archives.

The Museum opened more of its halls and rooms to offer a unique event experience, and exceeded its target for the year. Origins Centre Museum hosted several temporary exhibitions. 'Through the Eyes of an Archaeologist' that celebrated the life-work of the first Wits' archaeologist Professor Revil Mason was curated by the Origins Centre Museum, and together with the KFC 'last straw' exhibition was the most visited for the year. KFC launched its final straw campaign at the Origin Centre which aligned with KFC's initiative to drive the plastic straw to extinction. Public lectures, book launches, and activities held on the first Saturday morning of each month, were equally well attended, and the museum's popularity saw it filled to capacity on Museum Night, an initiative of Thursdays Projects, with Iziko Museums of South Africa as a founding partner.

Origins Centre's curriculum targeted educational programmes gained in popularity and the centre drew in a broad range of learners. The museum is committed to communicating the latest knowledge produced by Wits' scientists and to becoming a vibrant point of access for the public.

5.3.3 Wits Health Consortium

Wits Health Consortium (Pty) Ltd is wholly owned by the University and was established to serve as a legal entity through which the University, and primarily the Faculty of Health Sciences, can conduct contract or sponsored research, entrepreneurial or commercial activities, philanthropic funding activities and services including clinical services. The primary role of WHC is to provide the governance, legal framework, human resource management, financial and grant management services for the research entities linked to the Academic Departments of the Faculty of Health Sciences. Faculty members wishing to conduct activities within WHC form themselves into an entity, which is operated as a division within WHC - whilst still falling under the academic control of a Faculty department - each having its own executive team, bank accounts, staffing structures, general ledger structure and more. Management of pharmaceutical trials is an important income stream to the Wits Health Consortium. This engagement is encouraged, as academic institutions have resources and skills that, if applied to societal concerns in a coordinated and responsible manner, can contribute to the public good and the solving of problems of local and global concern, whilst helping students and academics to gain a better understanding of the link between theory and practice.

For the 2019 fiscal year, some significant highlights include a drive to improve efficiencies by introducing a centralised payment process and electronic payment voucher system. We also proudly hosted a "Women in Research" day, showcasing some of the country's most prolific female scientists, clinicians and leaders. This was done with the aim of encouraging more women to pursue a career in research and science, a field which has been traditionally dominated by men. The attendees were inspired by the women in research, who are making a difference every day by improving lives and health outcomes.

Furthermore, the company's total head count for 2019 was 4451, a significant increase from 2018's headcount of 3975.

5.3.4 Wits Donald Gordon Centre

Wits Donald Gordon Medical Centre is the first and only Private Academic Hospital in South Africa. It is a partnership between Wits University and Mediclinic Southern Africa. The company is engaged in private hospital services and training of medical specialists and sub-specialists in a variety of medical and surgical disciplines. The training is done in conjunction with Wits University Faculty of Health Sciences.

Academic program

The academic program, which began in earnest in 2007, has trained a total of 88 additional Specialists and Sub-specialists as at the end of December 2019.

The academic program has expanded each year since 2007, and now has ten concurrent Specialist Training Posts in two Specialities (four-year period) and can accommodate 14 Concurrent Sub Specialist Programmes (dependent on available funding) (two year training period) utilising the expertise and facilities unique to the Faculty to increase the number of Specialist and Sub-specialists being produced by the Faculty, as well as enhancing the training experience.

Transplant Programme.

The Solid Organ Transplant Programme is the biggest in the Country and provides Transplant Services to both Public and Private patients. It is the only Programme in the country offering Living Donor Liver Transplants for Paediatric Patients. The unit performs more than 100 Transplants per year (Liver and Kidney.) In 2019, more than 60% of the Paediatric Patients who received Liver Transplants at the WDGMC were Public Sector patients.

5.4 Global Engagement

Knowledge and innovation is not bound by national borders. This has always been true, but the scope and complexity of today's challenges make the necessity for global engagement even more critical. These challenges have come into focus through the United Nations' adoption of a new global development agenda known as the Sustainable Development Goals (SDGs). Wits is actively looking into how we can assist South Africa and the continent at large to come to grips with these challenges.

Our partnerships with other universities and networks open up global opportunities for students and staff - they are dynamic and research lead. Collaboration increases the quality of our research, improves teaching and learning, and sparks innovation. Our participation in international networks connects us to like-minded universities around the world and ensures 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;
- The BRICS Network University;
- Association of Commonwealth Universities;
- Association of African Universities;
- The European Association for International Education; and
- NAFFSA: Association of International Educators.

At Wits, we see the institution's broader set of roles as a mix of the following:

- direct services to the people in our local and global community;
- advising government (at all levels) in policymaking decisions; sometimes for free and at other times through commissioned (paid) research;
- developing appropriate skills for the country and the world;
- creating knowledge; and
- training leaders.

Another way in which we engage with the rest of Africa and beyond is through the constantly increasing number of international students enrolled at the university. The 10% of our student population in 2019 came from a staggering 70 countries, of which 26 are on the African continent.

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

5.5 Public engagement and Partnerships

5.5.1 Public Precincts

Wits' public precincts are units and facilities that are of particular interest to the public. These include: the Wits museums and galleries; the Origins Centre, housing the Rock Art Museum and the Rock Art Research Institute; the Wits Theatre; the Great Hall; the Planetarium; and the Linder Auditorium, as well as academically based clinics such as the Law Clinic, the Esselen Clinic, the Emthonjeni Centre and the African Centre for Migration Studies. There continues to be a growth in the number of visitors to its Maropeng-Cradle of Humankind and the Cradle of Humankind Visitors Center, in the surrounding Cradle of Humankind World Heritage site.

5.5.2 Public engagement

Public engagement is one of the University's key strategic goals, and aims to enrich the public intellectual life of the citizens of the City of Johannesburg and South Africa. In 2019, Wits hosted many events and numerous national and international public figures and academics on campus and off-campus.

Wits University continued to uphold its commitment to social leadership through hosting and promoting relevant, prominent debates and lending depth to issues confronting society today. The University hosted public lectures and campaigns that yielded significant publicity for the University. Moreover, the University has been proactive in promoting its researchers both locally and abroad, and in particular, those researchers that have published in internationally accredited journals.

In 2019, staff members and students from the University hosted and participated in a range of social leadership activities and engagements. Wits will continue to expand this engagement with the public by exploring alternative digital platforms to host webinars and public lectures over the coming year.

Media partnerships and engagement

Wits remains the University in South Africa that attracts the most print, broadcast and online media coverage as compared to other leading universities in the country, as a result of several factors, among others, the University's stature in the country and the willingness of Wits' academics and specialists to share their views through the media as a conduit.

Partnerships with government agencies

The University has a partnership arrangement with the Johannesburg Metro Council and various departments in the Gauteng and National government, for example, the Gauteng City-Region Observatory (GCRO) which was established in 2008. It is a partnership between Wits, the University of Johannesburg (UJ), and the Gauteng Provincial Government (GPG), with local government in Gauteng also represented on the GCRO Board.

The University is also developing its partnership with the Gauteng and National Departments of Health to provide further support and academic training to medical professionals.

Partnerships with Business and Industry

Through a number of University entities such as Wits Enterprise, the Wits Health Consortium, the University Foundation, Alumni Relations, and academic schools, Wits is building a reputation as a proactive and responsive institution in support of the challenges in human capacity development that business and industry face. In 2019, we continued to build partnerships with business and industry across our Faculties. In addition, the Wits Business School is a leader in business and university academic partnerships, whilst the School of Governance specialises in training for the public sector

5.6 International academic collaboration/cooperation

The full potential of knowledge is fulfilled when it is shared. As a public university established to teach, research and contribute to the public good, Wits is committed to sharing knowledge, truth and understanding. This principle is well established in the University and so partnerships and collaborative work is ubiquitous and permeate throughout the University.

The University's Vision 2022 Strategic Framework lists Extensive Networks and Partnerships as one of the Strategic Priorities for Wits. In this respect, it says specifically the strategic purpose is to:

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

The following elements from this mission are worth highlighting.

- At the University level it should focus on a limited number of high yielding partnerships. The implication is that the 'shot gun' approach to partnership building is not supported.
- Partnerships are to be developed with local, including our city-region (Gauteng), South Africa and Africa, and international organisations.
- The primary purpose of forming partnerships is to "fulfil the needs of our multidisciplinary research."

The university has a number of academic cooperation agreements with universities and agencies around the world. These are too many to list, but in short, we have 74 active agreements in Africa, 106 in Europe, 66 in Asia, 69 in North America and 8 in South America. These vary in nature from simple staff and student mobility agreements, to joint degrees and use of specialized equipment. We have identified some of these as being strategic and as such are dedicating more resources to this handful of partnerships. These partners are University College London (UCL), Ryerson University (Canada), Massachusetts Institute of Technology (MIT from the USA), University of Edinburgh (Scotland), Vanderbilt University (from the USA) and the Universities of Limpopo and Venda (South Africa).

We also have a number of cooperation agreements with various levels of government in South Africa which has 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 a number of areas. For the Gauteng government, we host the Gauteng City Region Observatory 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. In 2019, we hosted over 40 students and 10 staff from European counterparts and we sent about 25 students and 10 staff into Europe. We are continuously working to add to these agreements every year.

The university has embarked on a number of 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, but we are encouraging academic departments to investigate possibilities.

We are continuing our use of synchrotron facilities at Grenoble (in France), Campinas (in Brazil) and Brookhaven National Laboratories (in the United States). At any one time, we have about 50 researchers stationed at the CERN facility in Geneva (Switzerland). We also have a number of staff that perform research in laboratories at universities around the world, specifically in the United States, the United Kingdom, Russia, China and Germany. We host on IBM's 12 international research laboratories.

Many of our researchers participate in large research projects that involve hundreds of researchers from around the world. The notable ones are our paleo-scientists, physicists, health scientists and climate change scientists.





SECTION 6

Administrative and Operational Information
and Data

REPORT

of the Chief Operating Officer



Mr Fana Sibayoni

The Chief Operating Officer (COO) position is rarely found in South African universities. The COO provides strategic leadership to the Operations Division which supports the University in its quest for teaching, learning and research excellence. This is undertaken through the maintenance of, improvements to and development of physical and technological infrastructure. The departments within the Operations Division include: Wits ICT; Property and Infrastructure Management Development (PIMD); Campus Planning and Development (CPD); and Campus Protection Services (CPS).

In pursuit of being an IT-savvy University, the University's flagship ICT upgrade project which had commenced in 2015 was completed in November 2019. The Project achieved the objectives that included the expansion of the entire networking and security infrastructure at the University including Wi-Fi expansion across all sites, amongst others. Ahead of its local peers, the University pursued avenues to enable online learning which will be platforms that will facilitate remote and live access to lectures with the capability of saving such lectures for students to revisit at a later date. This project was implemented at a pilot stage in 2019 for completion in 2020.

With the immeasurable reputational and institutional damage as a result of cybersecurity that many organisations have suffered in recent years, extensive work went into identifying the University's cybersecurity gaps and strategies were devised for the mitigation and consistent monitoring of such exposures.

The security of all staff, students and visitors whilst within University premises was at the centre of the implementation of the Visitors Management System and heightened security measures. The implementation of this system in the last quarter of 2019, coupled with the biometrics system in 2018, has enabled the University to closely monitor crime-related incidents and have the much-needed assurance that all persons entering the University premises are authorised to do so.

A sustainable campus is integral to the University's long-term campus sustainability strategy and policy. The need for a greener campus is motivated by the negative impact of traditional power generation on the environment as well as the rapidly rising costs of energy resources. As a leading research-intensive University, an example must be set for the responsible implementation of sustainability initiatives, aligned with the sustainable development goals (SDG) as set out by the United Nations General Assembly and localised appropriately in the South African context. Some of the recently-completed capital works projects have been nominated and received notable awards. These awards serve as industry acknowledgement of the innovations and quality of Wits projects.

Wits Junction Hot Water System - HEFMA 2019 Sustainability Award

The Higher Education Facilities Management Association of Southern Africa's (HEFMA) international conference of 2019 was hosted by University of Johannesburg, and the conference featured awards for renewable energy and sustainability. The innovative Wits Junction hot water project was voted the best sustainability project and overall winner of the category. The project team is incredibly proud to be acknowledged by colleagues in the sector and will continue working to set an example in sustainability initiatives.

Rembrandt Gallery Restoration – Award Of Commendation For Contemporary Conservation

The Gauteng Institute for Architecture's (GIfA) regional awards ceremony #100yearplus Regional Awards 2019 was hosted at the Wits Commerce Law and Management Building's postgraduate centre (Rembrandt Gallery) on Thursday 24 October 2019. The project for the restoration of the Rembrandt Gallery project was acknowledged and received the award of commendation for contemporary conservation. This is no small achievement with a very tight budget and competing with other high calibre project entries.

GIfA acknowledged and cited the project as follows:

“A notable example of the value of a process of the careful unclogging and uncluttering of an overlooked, forgotten and neglected piece of uniquely eccentric campus architecture. The architect's approach has resulted in a respectful and generous restoration – with well-considered contemporary interventions and insertions – offering the university a refreshingly functional resource centre which doesn't compromise the original structure.”

Barnato Hall of Residence Extension Phase I – Award of Merit

GIfA further acknowledged the Barnato Hall of Residence extension phase I project which received the GIfA 2019 award of merit citing the following:

“A simultaneously creative and restrained interpretation of the student residence typology, boasting a highly original and playful 'cloak' of articulated brickwork, a contemporary echo of a well-developed brick tradition that was common in mid-century buildings in Braamfontein and other parts of the inner city. Further, the new student residence additions achieve a lyrical combination of old and new, employing an architecture simultaneously playful and independent, yet complementary and enhancing of the original.”

Wits Rural Facilities – Best Implemented Project in the Architecture of Tourist Facilities

The International Union of Architects (UIA) was founded in Lausanne, Switzerland on 28 June 1948 to unite the architects of the world through a federation of their national organisations. From the 27 delegations present at the founding assembly, the UIA has grown to encompass the key professional organisations and architects in 115 countries and territories.

The UIA is a non-governmental organisation recognized by United Nations Educational, Scientific and Cultural Organization (UNESCO) as the only architectural union operating at an international level. It acts as a platform for knowledge sharing, helping craft innovative and collaborative solutions for architectural advancement, with a particular focus on sustainability in the built environment.

The 4th Baku International Architecture Award was hosted from 7 – 9 June 2019, and the Wits Rural Facilities was acknowledged and awarded the winner of Category A for the best implemented project in the architecture of tourist facilities.

The University's capital works programme delivers on infrastructure development required for the University to meet the teaching and research requirements as part of its strategic plan. Major capital infrastructure projects that were either completed in 2019 or are at an advanced stage of implementation are as follows:

Energy efficiency and infrastructure related sustainability

Rooftop Photovoltaic (PV) System on Robert Sobukwe Block: As part of the overall PV system rollout on Wits campuses, a new rooftop PV system of 130 kWp was successfully installed and commissioned on the rooftop of Robert Sobukwe Block.

Residence Hot Water Systems Efficiency Projects: Following from the successes achieved in energy efficiency interventions in residence hot water systems, the most efficient technology i.e. gas generator co-generation systems, are being deployed at other large residence clusters such as the David Webster Hall and Barnato Hall cluster in Braamfontein and the Highfield residence cluster in Parktown. The currently ongoing installations will ensure efficient hot water generation for approximately 1800 residence occupants.

Infrastructure related business continuity

Electrical Substation Medium Voltage Switchgear Replacement: Medium voltage (MV) switchgear replacements and substation refurbishments have been successfully completed at 34 of 35 substations across the Braamfontein and Parktown campuses. These upgrades allow for the safe and reliable operation of Wits extensive MV electrical network.

Parktown Education Campus New Backup Power Generator Station: The Parktown Education Campus previously had a few standalone generator systems supplying portions of the campus. A new centralised diesel generator system of 2MVA capacity was completed and provides backup power supply to the entire campus, freeing up some of the standalone generators for redeployment to other Wits properties without.

Braamfontein Campus Existing Generator Station Capacity Increase: The existing combined backup power generator capacity on Braamfontein Campus (East and West) has been increased from 7.5MVA to 12.5MVA and addresses the capacity shortfall as well as accommodating increased demand expected from new infrastructure developments in the short-to-medium term.

Wits Junction Residence Bulk Domestic Water Backup Storage System: A new bulk domestic water storage system for the Wits Junction was successfully installed last year with capacity of 320,000 litres and provides 1.5 days' worth of water supply to the residence at full capacity (approximately 1100 students) in the event of municipal water disruptions.

List of projects completed in 2019

Project	Status
Well founded laboratory-SBIMB Laboratory Extension Expansion of Biobank laboratory by adding additional Polymerase Chain Reactionary Laboratories, as well as general space	Completed
Wits School of the Arts: Film and Television Lecture Venue Redevelopment of a vacant lecture theatre bay in Solomon Mahlangu House to provide a 132 seating capacity teaching and film screening venue for WSOA Film and Television Department	Completed
Humphrey Raikes Basement Lab Redevelopment of the Humphrey Raikes building basement area to provide for non-flammable chemical store and 4 post graduate research laboratories	Completed
Barnato Hall Extension Phase 2 Development of an additional 56 new student rooms and 1 additional residence warden's apartment	Completed
Matrix – DLU / basement offices Phase 1	Completed
North Lodge Refurbishment	Completed
Redevelop: Surgical Skills Laboratory (9th Flr)	Completed
Redevelop: Upgrade of Anatomy Mortuary	Completed
Bulk Services Infrastructure	
Parktown Education Campus New Generator Station	Completed
Wits Junction Bulk Domestic Water Backup Storage System	Completed
Energy Efficiency	
Rooftop PV System Robert Sobukwe Block	Completed

Table 6.1 Projects completed in 2019

REPORT

of the Dean of Students



Mr Jerome September

6.2.1 Introduction

The Division of Student Affairs is the central division that holds the duty of care mandate for Wits students. The division works across the university to ensure a caring, inclusive and empowering student experience with student success at the core. Through its structuring and programming, the Division of Student Affairs is organised in ways that facilitate in the main, out-of-class, formal learning environments, what in student affairs professional speak is referred to as co-curricular, or extra-curricular learning, and through lived experiences. The division consist of the following units: Campus Health and Wellness, Campus Housing and Residence Life, Counseling and Career Development Unit, Development and Leadership Unit, Student Governance, Wits Citizenship and Community Outreach, and Wits Sport.

The Division of Student Affairs and its Units are partners in the learning cycle of students, from the point of their registration to their graduation at both undergraduate and postgraduate levels. The Division has the responsibility to work with interdependent professional and academic departments to provide student support services, which facilitate student psychosocial support, academic success and holistic development.

6.2.2 First-Year Experience

The First Year Experience (FYE) programme provides a bridging gap between high school and university by providing a support structure aimed at empowering and equipping first year university students with the necessary and essential skills to navigate successfully through university.

The First-Year Experience Programme is a campus-wide focus on the student experience:

- Engages students in the excitement of the intellectual enterprise and socialises students into university work expectations.
- Exposes students to multiple opportunities for intentional learning - formal curriculum, student life, co-curricular programming, community-based and global experiences.
- Brings together teaching, extracurricular activities, counselling, mentoring, peer tutoring and supplemental instruction - transforming first year fragmentation into a congruent experience.

FYE Mentors are a select group of student leaders dedicated to serving Wits University in the capacity of advocates for new students by fostering support in academic performance, achievement, and social development. FYE Mentors work in collaboration with the FYE programme, the Student Development and Leadership Units, faculties and other support units within the University.

The Wits Digital Skills course is offered by the Wits Centre for Learning, Teaching and Development and the First-Year Experience Office, and is jam-packed with information that will improve digital literacy.

6.2.3 Development and Leadership Unit (DLU)

DLU aims at creating an environment that is enabling, empowering and one that allows the space for constructive debate, critical enquiry, civic engagement and challenging the status quo for the benefit of the students and the society at large.

There are a variety of learning platforms that DLU develops students, such as;

- Leadership Camps, Roundtables, Training and Development;
- Journeys of Discovery; and
- Outdoor Experiential Related Learning.

The Wits Development and Leadership Unit (DLU) annually hosts the Emerging Leaders Programme, a six month-long programme aimed at capacitating and equipping student leaders with the necessary skills needed in enhancing their leadership qualities and potential. The Emerging Leaders Programme (ELP) is the primary flagship programme offered by the DLU, bringing together sixty young and dynamic minds into a space which fosters opportunity-offering, growth and holistic development.

6.2.4 Wits Citizenship and Community Outreach

The WCCO'S remit to provide outreach services to neighbouring communities through developing a caring responsive student volunteer corps has for a while now been somewhat diverted to focus on the internal community. More and more WCCO has had to provide outreach services and develop interventions for the student community.

The mandate in 2019 included co-ordinating care and assistance for students, undergraduate and post graduate who experienced hardship by providing tailored interventions. The WCCO managed the Wits Hardship Fund for accommodation. WCCO assisted students who had applied to the Hardship Fund with accommodation. Limited resources and an increased number of destitute students in 2019, created an unending cycle of student referrals. More than 2000 students applied for assistance through the Hardship Fund. More than 900 students were seen on a one-on-one basis in order to assess their socio-economic and personal circumstances. Of these, approximately 465 students were assisted with accommodation..

In 2019, the WCCO also administered the Beit Trust Hardship Fund, which supports international students from Zimbabwe, Malawi and Zambia with funding for hardship with travel expenses and food. Forty students were assisted with an amount of R5000 each to help them with basic needs.

6.2.5 Student Governance Office

The Student Governance Office is responsible for ensuring ethical cooperative governance for all students' statutory and sub-structures within the Institution.

The Students Representative Council (SRC) general election was successfully held in September 2019 and was declared free and fair. The SRC comprised of 22 members, 13 of whom were directly elected by the student body.

The SRC hosted a successful orientation week and a vibrant Orientation week Programme. Clubs, Societies and Organisations' held an exhibition in a marquee for the entire week to promote and recruit membership.

6.2.6 Campus Health and Wellness Centre

Campus Health & Wellness Centre (CHWC) provides a comprehensive primary health care service which enhances the wellbeing of the Wits community, i.e. students, staff and their dependents. The service is delivered within the precinct of the University.

CHWC actively contributes to the wellbeing of the Wits community who in turn participate in the core business of the University in terms of teaching and learning, research activities, knowledge generation and community engagement. The general health and wellbeing of the Wits community is our concern and we are committed to maximize the education and training of students by improving their health status, encouraging and supporting healthy lifestyles.

In 2019, there were 11,246 consultations for various students and staff health needs.

6.2.7 Counselling and Careers Development Unit

The Counselling and Careers Development strategic imperatives for 2019 included:

1. Enhancement of supportive and empowering initiatives, programmes and counselling services for undergraduate and postgraduate students, toward;
2. Psychological well-being and Resilience;
3. Optimal services to support and enhance career development;
4. Employability; and
5. Graduateness.

Overarching principles included supportive, psycho-educative interventions which are strength based and empowering including:

1. The implementation of the co-developed mental wellness strategy, through partnerships and collaborations, highlighting; and
2. Co-development and implementation with internal and external stakeholders of a suicide prevention strategy as part of the broader Mental Wellness Strategy.

The Wits Student Crisis Line as part of the Mental Wellness Strategy is being utilized by students for a range of mental health issues and is available in English, Sotho, Zulu and Afrikaans 24 hours /7/365. According to the reports received between April and November, there were 798 calls answered by ICAS counsellors from students. From those calls there were 302 counselling cases opened at ICAS, inclusive of 20 where students were supported and assisted for suicidality.

6.2.8 Benchmarking

Eight Universities were visited with colleagues in Student Affairs led by the Dean of students, to benchmark the services and structures at Student Affairs.

Between May and November 2019, the following Universities were visited:

- University of Cape Town;
- University of the Western Cape;
- University of Stellenbosch;
- Nelson Mandela University;
- Rhodes University;
- University of Pretoria;
- University of Limpopo; and
- University of Johannesburg.

Race	Number	Percentage
Black	5708	90.8%
Indian	280	4.5%
White	153	2.4%
Coloured	113	1.8%
Chinese	11	0.2%
Unspecified	19	0.3%

Table 6.2.8.1 Number of residence students per race

Gender	Number	Percentage
Male	2863	45.6%
Female	3419	54.4%
Not defined	2	0.001%

Table 6.2.8.2 Number of Residence Students per gender distribution

Wits Sports Awards 2019

Policy Review to Meet Increase of the First-Year Students Intake

Policy (RAP) in order to have a framework to increase the number of first year students in residences. The University Council approved RAP on 29 November 2019. In accordance with the Policy, each applicant had to meet specific criteria in order to be eligible for Wits residence accommodation. The University's Residence Admission policy (RAP) is in line with the University's strategic purpose in attracting academically excellent students from diverse backgrounds. First-year undergraduate students are considered the most vulnerable and priority is given to them for placement in residences.

6.2.9 Campus Housing and Residence Life (CHRL)

The following were identified priorities for CHRL for the 2019 academic year: reconfiguring/ increasing the number of first year students, restructuring personnel, developing marketing strategy/ framework for residences, creating relaxing spaces for students in residences and benchmarking undertaken for operational efficiencies.

It must be noted that Wits residences had a total of 6284 students in the 2019 academic year. A total of 1693 students were First Time New Applicants (UG and PG), which accounted for 27% of residence spaces. A total of 4591 beds were occupied by returning students.

Staffing Matters

There were quite a number of challenges in relation to staffing at CHRL in 2019. The Cluster Manager for the West Campus passed away in July 2020. The Director of CHRL resigned and was replaced in October 2019. The wardens' contracts were reviewed and the process was concluded in June 2019. The contracts were effectively moved from open-ended status to three-year terms. Thirteen wardens' contracts will expire in December 2020. Processes for the filling of the Operations Manager, Cluster Manager of West Campus/ Park Town were initiated in 2019 and all other vacancies were duly filled.

Student Development and Student Activities

CHRL prides itself in making student development part of its integral priorities. House Committee elections were concluded for all residences. House Committee constitution underwent review in 2019 in order to align all student governance regulations. The House Committee constitution has been aligned with that of the SRC.

6.2.10 Wits Sport

In 2019, despite a few hurdles and changes away from the sports field, was a phenomenal year for Wits Sport. Many sport performances remained on a true high performance standard with Wits producing several national and USSA champions. On the negative side Adrian Carter, director sport at Wits from February 2014 resigned in March. It was obviously a massive loss. Michael Dick the Senior

Manager High Performance Clubs started acting in this role in April and was appointed full time in this role from January 2020. Wits is truly a Top 5 Sporting university in SA at the moment and the true challenge will be to maintain the momentum.

Wits Sport have potentially assembled the best group of high performance sport coaches in the country ensuring we can play a leading role in the sport coaching and transformation ambits in South Africa. It is important to note that whilst we place a great emphasis on top class coaching, the continual upskilling of our sports administrators and all our coaches and support staff will truly put us at the forefront of elite sporting systems as it is the professional combination of both ambits that will give Wits a significant competitive edge.

Student Administrator's Award	Chess	Caleb Palmer
Varsity Cup/Sport Player of the Year	Basketball	Everisto Pasipamere
Mel Siff Sportsmanship Award	Rugby / Hockey	Daniel Kasende / Chad Futcher
Club of the Year	Basketball	
Junior Sportswoman of the Year	Football	Shakeerah Jacobs
Junior Sportsman of the Year	Football	Saluleko Mathonsi
Sportswoman of the Year	Hockey	Robyn Johnson
Sportsman of the Year	Basketball	Everisto Pasipamere

Table 6.2.10.1 2019 Sports awards

Bursaries

Wits offered 289 bursaries for 2019, of which 204 student-athletes' accepted our bursary. Our bursary offer was declined by 85 student-athletes. Please see the table below with detailed information per sport code.

Sport Code	Accepted	Declined/ Not Accepted Academically	New 1st year and PG acceptance	Returning Wits Students Acceptance
Junior Rugby	38	34	26	12
Senior Rugby	50	14	6	44
Women's Hockey	15	6	4	11
Men's Hockey	19	7	3	16
Men's Football	25	11	4	21
Women's Football	9	1	3	6
Men's Basketball	8	3	1	7
Women's Basketball	14	4	1	13
Cricket	16	3	6	10
Netball	6	1	4	2
Other	4	1	3	1
Total	204	85	61	143

Table 6.2.10.2 Table of overall statistics of bursary offers for 2019

6.3 Operational Information

6.3.1 Operational sustainability, financial health, funding sources and material changes

The audited annual financial statements for the year ended 31 December 2019 reflect a group surplus of R457 million (2018: R345 million). This surplus comprises the operating results of the University and its controlled entities, after adjusting for inter-group transactions.

The salient features of the consolidated annual financial statements are included elsewhere in this annual report.

Financial health and sustainability for part of the integrated report, issued separately.

The key indicators below are used to measure the financial health of the Group and University.

	2019		
	Group	University	University Council Funded
Total staff costs/total income (%)	50	48	56
Total operating costs/total income (%)	43	43	34
Operating surplus (R millions)	457	404	375
Operating surplus/total income (%)	4.8	7.1	8.1
Student debt before provision for impairment/tuition and other fee income (%)	31	31	
Current ratio (current assets plus money market and short term cash/current liabilities)	1.21	1.14	
Liquidity ratio (current assets less inventory and student debtors/current liabilities)	1.00	0.84	
Solvency ratio (total assets less PPE/total liabilities)	1.04	0.97	
Liquid reserves (total funds and reserves less PPE)/total expenses (%)	3	(3)	
Non-current liabilities less deferred income/total income (%)	14	20	

Both the current ratio and the liquidity ratio were adversely impacted by the high level of current liabilities due to a high level of deferred income received which will subsequently realise into revenue.

The liquid reserves ratio indicates that the University would not be able to continue with operations without new funding. Property, plant and equipment are excluded from reserves, as the assets could not necessarily be sold, due to their specialised use. The non-current liabilities ratio excludes deferred income from government grants, which are written to income over the useful life of the asset or as the grant is expended. The ratio indicates the ability to service long-term debt.

The funds received by the University and its controlled entities are governed by the regulations for reporting by higher public education institutions. These regulations define what constitutes Council controlled funds, designated funds, restricted funds and unrestricted funds. The University reports according to these regulations. The primary funding streams are as follows:

	2019		2019	
	% change	Group R million	% change	University R million
State subsidies and grants (Rm)	26	2 188	26	2 182
Tuition and other fee income	5	2 438	5	2 438
Research contracts	23	2 777	6	300
Private gifts and grants	104	283	50	269
Other income	15	1 301	16	984
Interest and dividends/investment income	23	390	15	293

The increase in state subsidies and grants was 26% (2018:14%) for both the group and the University due to higher subsidy received from the DHET as a result of higher allocation to the sector. The increase in fee income in 2019 as compared to 2018 was 5% (2018: 12%) is mainly due to the 8% increase in the fees and higher enrolment numbers, with an offset from actual fee shortfalls in some faculties. Income from specifically funded research contracts increased during the year, with a significant portion of research income being contributed by the group entities. The significant increase in the private gifts and grants is mainly attributable to is due to the injection of R54 million for the student endowment which has been transferred to a special reserve. There was a favourable investment income due to positive interest rates and larger cash holdings.

Cash Flows are monitored on a day to day basis to ensure that cash is available for operational needs and planned capital expenditure. Cash not in use is placed on call or in near cash investments. The return on investments is monitored by management, with a higher Governance Committee exercising oversight.

The Group continued to invest in property, plant and equipment for the year in a priority basis since there is a drive to conserve cash for escalating property maintenance costs. Any surplus cash will be redirected to strategic academic projects.

Prior to the elimination of intergroup transactions the contributions of the controlled entities are as follows:

	Surplus (R million)	
	2019	2018
The University of the Witwatersrand Foundation	52.1	(34)
Wits Health Consortium Proprietary Limited	38	105
Wits Junction Residences Proprietary Limited	(55.2)	(51.0)
Wits Commercial Enterprises Proprietary Limited	6.3	6.0
Total	41.2	26.0

A brief overview of the financial performance of the entities which made losses or which had significant variances from the previous year is given below:

The University of the Witwatersrand Foundation

The surplus for the Witwatersrand Foundation is mainly attributable to the injection of R53.5m for the student endowment which has been transferred to a special reserve. Excluding the student endowment income, the results of Wits Foundation show a minor deficit of R1.36 million which almost break even.

The Wits Foundation continued to donate R40m (2018: R40m) to the University for the ICT Network Project, which eliminates the group level.

Wits Health Consortium Proprietary Limited

Wits Health Consortium Proprietary Limited had an increase in income due to new unbudgeted grants which started during the current year and also due to higher than anticipated burn rates on certain grants. The percentage change in expenses, relate to positive and negative variances within the various categories of expenses across the projects managed by WHC. The decrease in the surplus as compared to 2018 is attributed to the different mix proportions for expenses and income for some of these projects. These variances are continuously being managed by the relevant governance committees within the company.

Wits Junction Residences Proprietary Limited

The company incurred a loss of R 55,2m (2018: R51,0m) mainly due to the impact of IFRS 16 (Leases) with an additional adverse impact of R46, 0m (2018: R48, 0m). Excluding the IFRS 16 impact the loss would have been R9, 1m (2018: R 3,0m). The change has resulted in the operating lease between the company and its shareholder being capitalised in the books of the company, with depreciation and finance costs being additional expense items. Since this is an intercompany lease, the impact is eliminated at group level.

6.3.2 Financial Aid Report

Financial Aid Type	Budget 2019	Funding Type	Offered Amount	Paid Amount	No. of Students
	R'000		R'000	R'000	
Internal Bursaries	NA	UG	56,921	56,621	912
		PG	20,197	20,111	348
Internal Bursaries (Faculty)	NA	UG	33,856	33,79	3,765
		PG	159,351	159,458	3,559
External Bursaries	NA	UG	219,099	218,377	3,04
		PG	70,999	71,176	1,247
Government Bursaries	NA	UG	113,417	112,681	1,386
		PG	13,361	13,267	311
Internal Scholarship & Council Funded Scholarship	80	UG	33,968	33,96	2,627
		PG	55,051	54,408	1,246
Special Council Funds	10,000	UG	6,193	6,143	266
2019 Registration	R8m (R2m for accommodation)	PG	1,78	1,78	84
NSFAS	NA	UG	684,281	684,039	7,402
		PG	3,609	3,609	45
NSFAS administered funds	NA	UG	71,433	71,433	711
		PG	3,1	3,1	31
TOTAL			1,546,618	1,543,953	26,98

Table 6.3.2.1 Financial Aid Report

The table above depicts the awards and disbursements which are processed through the Financial Aid & Scholarships office as at 31 December 2019. Students have received multiple awards.

For 2019, an amount of R107 807 021 was awarded to 10 012 students for GAP Funding (not included in the above numbers).

6.3.3 Changes in Tuition Fees Charged

Courses	Change %
All	5.3%

6.4 Changes in the Administrative Structure

In 2019, there was minimal changes to the administrative structure. Amongst these was the establishment of a Centenary Campaign Office within the Development and Fundraising Office which falls within the portfolio of DVC, HR Advancement and Transformation.

The Student Development Office within the portfolio of the Dean of Student Affairs was renamed the Wits Citizen and Community Outreach Office.

6.5 Management Structure and New Senior Appointments

Management structure and new senior appointments

Title	Surname	First Name	Peromnes Code	Race	Gender	Job Name	Faculties	Schools / Departments	Effective Date of Employment
Professor	Chetty	Nithayanathan	3	Indian	Male	Dean	Science	Faculty of Science	12/1/2019
Professor	Stevens	Garth	3	Coloured	Male	Dean	Humanities	Humanities	12/1/2019
Dr	Mhangara	Paidamwoyo	4	African	Male	Head of School	Science	School of Geography, Archaeology and Environmental Studies	11/1/2019

Title	Surname	First Name	Peromnes Code	Race	Gender	Job Name	Faculties	Schools / Departments	Effective Date of Employment
Professor	Cronje	Marianne	4	White	Female	Head of School	Science	School of Molecular And Cell Biology	1/1/2019
Professor	Pillay	Neville	4	Indian	Male	Head of School	Science	Animal, Plant and Enviro Science	8/1/2019
Professor	Naidoo	Deena	4	Indian	Male	Head of School	Science	Physics	8/1/2019
Professor	Drennan	Gillian	4	White	Female	Head of School	Science	Geoscience	7/1/2019

Table 6.5.1 New appointments in 2019 on Grades 1 – 4

As at 31 December 2019, the management structure of the University comprised the following members of the Senior Executive Team (SET):

Professor Adam Habib	Vice-Chancellor and Principal
Professor Andrew Crouch	Vice Principal and Deputy Vice-Chancellor: Academic (Replacing Professor Tawana Kupe as VP effective 1 January 2019)
Professor Zebulon Vilakazi	Deputy Vice-Chancellor: Research & Postgraduate Affairs
Professor Ruksana Osman	Deputy Vice-Chancellor: Advancement, HR and Transformation (from 1 August 2019)
Mr Fana Sibanyoni	Chief Operating Officer
Ms Carol Crosley	University Registrar
Mr Jerome September	Dean: Student Affairs
Mr Prakash Desai	Chief Finance Officer
Professor Imraan Valodia	Dean: Faculty of Commerce, Law and Management
Professor Ian Jandrell	Dean: Faculty of Engineering and the Built Environment
Professor Martin Veller	Dean: Faculty of Health Sciences
Professor Garth Stevens	Dean: Faculty of Humanities (from 1 December 2019)
Professor Rob Veale	Acting Dean: Faculty of Science (until 30 November 2019)
Professor Nithaya Chetty	Dean: Faculty of Science (effective 1 December 2019)

Table 6.5.2 Senior executive team

6.6 Events (including functions and conferences)

Wits hosts between 300 - 500 events, conferences and lectures across all departments and faculties, with the aim of enabling the broader community to benefit from the resources that Wits holds in trust for society.

The University also hosts a significant number of South African and international public figures, previous and current Heads of State from South Africa and other countries as well as ambassadors and distinguished international individuals or organisations. Many of these guests visit the university and deliver lectures, often presenting recent research findings that have made headlines across the world. Wits also hosts numerous Inaugural lectures annually which gives recently appointed Professors a highly esteemed platform to engage with their students and stakeholders. They are required to deliver a keynote address on a topic from their areas of expertise.

In this context, the Public Relations/Functions and Events unit facilitates and manages the overall planning, logistics, guest speaker management and Public Relations component of each event. Protocol management is of importance as well as insight into the purpose and context of every visitor event. The list below reflects the array of events that this unit manages.

A sample of some of the notable events held at Wits includes:

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
19-Jan-19	Johannesburg Dermatopathology Symposium	Faculty of Health Sciences, Anatomical pathology	Dermatologists	2019 marked the 16th year for the symposium being held at Wits. The symposium dealt with the role of social media in dermatopathology, melanocytic pathology, the dermoscopic appearances of benign and malignant pigmented skin lesions, adverse cutaneous drug reactions in HIV/AIDS, the use of next-generation sequencing in investigating the skin microbiome in atopic dermatitis, and the pitfalls in dermatopathology.
27-Jan-19	Annual Welcome Day	Official University Event	First- year students and parents/ guardians/caregivers	All first year students and their parents/guardians/ care givers are welcomed to the University, giving them a glimpse into the institutional culture. It also allows an opportunity for the new students to meet with the Vice-Chancellor, the Senior Executive team and the SRC.
31-Jan-19	Future of Mining Dinner	Development and Fundraising Office	A networking dinner with the Wits Senior Executive team, CEO's and representatives from mining companies.	Highly successful with action plans for 2019
8-Feb-19	British Petroleum South Africa (BPSA) Welcome Event	Development and Fundraising Office	BPSA , guests from BPSA and funded students	The BPSA Education Foundation nurtures talented high school learners by sponsoring their tertiary studies and developing their employment and entrepreneurial skills. Over 60 Wits students are able to pursue their ambitions due to sponsorship by the BPSA Education Foundation. The scholarship recipients are graduates of the Targeting Talent Programme (TTP), a long-term Wits flagship programme.
14 Feb - 15 Feb 19	Senior Executive Team Strategic Planning Retreat	Senior Executive Team	Senior Executive Team	Highly successful with tangible results.

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
15-Feb-19	Thapelo Madibeng Bursary Event	Wits Enterprise, The Construction Education and Training Authority, National Department of Higher Education and Training	Bursary awardees, media, The Construction Education and Training Authority, National Department of Higher Education and Training	<p>The Construction Education and Training Authority awarded 2000 students bursaries across the country through its Thapelo Madibeng Bursary programme.</p> <p>The event hosted 1000 bursary recipients as well as 300 delegates on the evening and the keynote address was delivered by the Minister of Higher Education and Training, Naledi Pandor.</p>
28-Feb-19	Book launch: Water Management: Social and Technological Perspectives	School Of Chemical And Metallurgical Engineering - Professor Thokozani Majozi	Academics, Researchers, Postdoctoral Fellows, Postgraduate Students, Industry	The book presents state of the art techniques for process integration in chemical processing with the aim of energy and water optimization.
13-Mar-19	Advancement Strategic Planning	Advancement Division	Deputy Vice-Chancellor Professor Ruksana and the Advancement Division	Planning session to unpack areas of synergy and collaboration and develop a work plan that spreads across all Advancement divisions.
19 Mar - 20 Mar 19	Africa-Asia Partnerships in Health and Healthcare Delivery for Women & Youth	Wits, University of Johannesburg, the Centre for African Studies, the Asia Centre, the Harvard T.H. Chan School of Public Health, the Fairbank Centre for Chinese Studies, the Reischauer Institute for Japanese Studies, the Lakshmi Mittal and Family South Asia Institute, the Korea Institute, and the East Asian Legal Studies Program.	Students, Wits Academics, Government officials and other guests	This two-day conference, titled, Africa-Asia Partnerships in Health and Healthcare Delivery for Women & Youth, convened scholars, policymakers, and practitioners across disciplines from Harvard, Asia, Africa, and the rest of the world to move the agenda forward for safeguarding the health and development of women and youth in Africa.
20 Mar - 25 Mar 19	March Graduations	Official University Event	Graduands/ Parents/ Special Guests/ Media	Celebrating graduates as they received their degrees. It is the culmination of years of hard work and perseverance. Graduations are the highlight of the University annual calendar.

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
10-Oct-19	Crucial Conversations	Wits Business School	Public	Ann Bernstein, Executive Director of the Centre for Development and Enterprise was in conversation with Professor Imraan Valodia - focusing on poverty reduction and addressing inequality.
2-Apr-19	Higher Education Partners South Africa networking dinner	Vice-Chancellors Office and HEPSA	Vice-Chancellors from sister Universities in South Africa	Working dinner with sister universities to discuss online teaching and learning
3 Apr - 4 Apr 19	Famelab Science Communicators Competition	Wits Communications team, Jivemedia	Students, Wits Management and other guests	The popular international FameLab science communication competition, dubbed the "Pop Idols of Science" consists of a one day science communication training workshop and one day of presentations for the competitions, where students compete against each other in presenting their research in a fun, interactive and informative way to the general public.
7-Apr-19	VC Scholarship Awards	Vice-Chancellors Office	VC Scholarship Award recipients and their parents	A celebratory event that awards 20 students with a full bursary from the Vice-Chancellors Office. Students, parents/guardians/caregivers and school principals are invited to this event. This award is given to the top achieving students.
17-Apr-19	Research Awards	Deputy Vice-Chancellor Research	Wits Top researchers	A celebratory event that rewards and recognises top Wits researchers and their achievements. It is one of the highlights of the calendar.
30-Apr-19	Transformation, Modernisation and Re-Industrialisation Programme of the Gauteng Provincial Government MOU with Wits signing ceremony	Office of the Re-Imagining Wits Properties Project (RWPP)	Wits Management, Gauteng Provincial Government officials	Signing of an MOU
27-Jun-19	Inaugural Lecture of Prof. Pamila Gupta	Wits Institute for Social and Economic Research, Faculty of Humanities	Public Lecture	Fully constituted Wits Professor

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
5-Jul-19	4IRSA dinner	Wits, Telkom, UJ, Fort Hare, Huawei, Vodacom	Wits, Telkom, UJ, Fort Hare, Huawei, Vodacom	The purpose and aim of the 4IRSA Partnership is to: stimulate and facilitate an inclusive national dialogue to shape a coherent national response to the 4th Industrial Revolution in South Africa, complement and support other national activities relating to 4IR, notably the Presidential Commission on 4IR, provide a platform for all these processes and to stimulate shared conversations, monitor and evaluate progress towards implementation of the national 4IR plan, and serve as the catalyst for a wider public understanding and engagement of 4IR
9 Jul - 12 Jul 19	July Graduations	Official University Event	Graduands/ Parents/ Special Guests/ Media	Celebrating graduates as they received their degrees. It is the culmination of years of hard work and perseverance. Graduations are the highlight of the University annual calendar.
17-Jul-19	Huawei Postgraduate Scholarship Awards Ceremony	Development and Fundraising Office	Guests from Huawei and students	Event to celebrate and acknowledge the students who received scholarships from Huawei South Africa. Huawei donated almost R 2 million in scholarships to ICT and Engineering postgraduate students at Wits.
18-Jul-19	Inaugural Lecture of Professor Loveland	Registrar's Office	Public Event	Fully constituted Wits Professor
23-Jul-19	Mark Lamberti Trustees lunch	Development and Fundraising Office	Wits Management, Sponsored students, Mark Lamberti Trustees	Lunch with Mark Lamberti and Trustees from the Lamberti Family Trust .
25-Jul-19	Annual Principals Breakfast	Advancement Division - Marketing office	Principals of the feeder schools	Showcasing the University to the Principals of the feeder schools. The event is to encourage learning, synergy and development of long term relationships.
25-Jul-19	Professor Choiniere Inaugural Lecture	Registrar's Office	Official University Event	Fully constituted Wits Professor

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
29-Jul-19	Farewell and acknowledgement of service - Outgoing Chair of Council	SET & Council	SET & Council	Acknowledgment of the servant leadership role the outgoing Chairperson of Council played at Wits.
30-Jul-19	2019 Wits Maths Competition (WMC)	Wits School Liaison Office	Learners from participating schools	The WMC is an outreach programme that aims to cultivate talent in young people to promote science, technology, engineering and mathematics (STEM). The competition was inaugurated in 2018 to contribute to mathematical development in the country.
30-Jul-19	Inaugural Lecture of Professor Mphako Banda	School of Mathematics, Faculty of Science	Public Lecture	Fully constituted Wits Professor
31 Jul - 1 Aug 19	Migration and Health in South Africa and the region: addressing access to care and inclusion in universal health coverage (UHC)	Wits School of Public Health, Chatham House UK, Lancet Commission on Migration	Wits School of Public Health, Chatham House UK, Lancet Commission on Migration; government, media and the public	The #Migration Health programme included an Early Career Researchers workshop for emerging young scholars at Wits, a closed Chatham House regional policy roundtable, and a public symposium and exhibition that culminated in the South African launch of the UCL-Lancet Commission on Migration and Health report.
6-Aug-19	Rebels and Rage: Reflecting on #FeesMustFall book launch	Jonathan Ball Publishers, Vice-Chancellors office	Public	Vice-Chancellor Adam Habib at the request of Wits students launched his book at Wits. The launch unpacked #FMF movement and the Higher Education sector.
8-Aug-19	Women's Day Talk: How to be financially savvy	Advancement - Public Relations Office	Wits staff	A Women's Day initiative wherein staff members were given the run down on financial management and planning.

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
12 Aug - 16 Aug 19	Wits Entrepreneur Fair	Wits University Graduate Recruitment Programme (GRP) within the Counselling and Careers Development Unit in collaboration with other Wits offices and schools, as well as business in the marketplace.	Wits Students, academics and staff innovators and job creators	Wits Entrepreneurship Week is a celebration of Wits students and graduates, academics and staff innovators and job creators who launch start-ups that bring ideas to life, drive economic growth, and expand human welfare in their respective spaces. It is designed to foster a university-wide start-up ecosystem that encourages multi-disciplinary collaboration, accelerates innovation, and cultivates the next generation of start-up leaders.
22-Aug-19	Inaugural Lecture of Professor Andreas Lemmerer	School of Chemistry, Faculty of Science	Public Lecture	Fully constituted Wits Professor
23-Aug-19	Inaugural lecture of Prof Bittencourt	Registrar's Office	Registrar's Office	Fully constituted Wits Professor
1-Sep-19	Annual Nadine Gordimer Public Lecture	Annual Literary event hosted by the School of Languages and Media Students and the Nadine Gordimer Foundation	Public	Per Wastberg, from the Nobel Prize Committee delivered the key note address
02 Sept - 06 Sept 9	Staff Wellness Week and Friday Fun Day	Wits Human Resources Department, Wits Medical Aid providers, Campus Health, Wits Sports	Staff	Highly successful weeklong event that made provision for staff to get health checks. It culminated in a sporting day.
03 Sept - 04 Sept 9	Postgraduate Symposium	Wits Postgraduate Office	Wits Academics and students	An exhibition/showcase of postgraduate research.
4-Sep-19	Symposium in Honour of Justice Edwin Cameron	Faculty of Commerce Law and Management,	Wits Management, Justice Edwin Cameron, Students, staff,	The Symposium in Honour of Justice Edwin Cameron included three panels that interrogated aspects of Justice Cameron's legacy. Holding to Account: activism, LGBTQIA+ and AIDS saw presentations on the plight of LGBTQI+ African refugees and the current state of South African AIDS activism. Mark Heywood, co-editor of Maverick Citizen and Yvette Raphael, AIDS advocate, examined Justice Cameron's legacy whilst making calls for a review of the current AIDS landscape.

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
6-Sep-19	Wits Rural 30th Celebration	Deputy Vice-Chancellor Research and the Service Department	Wits Senior Executive team, invited guests, academics, NGP's local communities and staff	The launch of the upgraded Wits Rural Campus in Bushbuckridge, Mpumalanga coincided with the 30th anniversary celebrations of the Wits Rural Campus and the formal launch of the Wits Rural Knowledge Hub. It was attended by nearly 100 guests including senior University and government officials, Vice-Chancellors, Wits staff, and local communities and NGOs.
11-Sep-19	Professor Archibald Inaugural Lecture	Official University Event	Public	Fully constituted Wits Professor
14-Sep-19	Mass Yoga Day	Official University Event	Public	Public event to encourage wellness on campus.
16-Sep-19	The South African Institute of Electrical Engineers (SAIEE) Bernard Price Memorial lecture	SAIEE, Faculty of Engineering and the Built Environment	Public	Guest Lecture: "CONNECTIVITY" presented by: Professor Robert (Bob) Metcalfe
17-Sep-19	Inaugural lecture of Professor Sayed	Registrar's Office	Registrar's Office	Fully constituted Wits Professor
18-Sep-19	Inaugural Lecture of Professor Eric Worby	Social Anthropology, Faculty of Humanities	Public Lecture	Fully constituted Wits Professor
25-Sep-19	Heritage day	International office, Student Governance Office, Clubs and societies	Wits Management, Staff and Students	Heritage day celebrations encompassing different cultures.
26-Sep-19	Inaugural lecture of Professor Soko	Registrar's Office	Registrar's Office	Fully constituted Wits Professor
26-Sep-19	Language Conference	Wits School of languages and Media Studies	Wits Management, staff and guests from other universities	Symposium on the Transformative Power of Language: Language Policies in Higher Education

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
27-Sep-19	Wits School of Construction Economics and Management's Economic Forum annual lecture	Department of Cooperative Governance & Traditional Affairs and Wits School of Construction Economics and Management	Public	Key note speaker: Dr Nkosazana Zuma The Economic Forum conducts robust investigations and in-depth debates with leading academics, policy makers and industry professionals, with a view to breaking down the world's toughest economic problems. Postgraduate research is undertaken on appropriate technologies, knowledge and skills that emerging economies require to satisfy a wide range of physical, economic and social needs of society.
28-Sep-19	VC's TOP 100	Wits Advancement, Registrar's office and School Liaison Office	Invited learners and parents	Top 100 applicants and parents, showcasing the university to the best learners.
30-Sep-19	Inaugural lecture of Professor Callaghan	Registrar's Office	Registrar's Office	Fully constituted Wits Professor
3-Oct-19	Inaugural lecture of Professor Grayson	Registrar's Office	Registrar's Office	Fully constituted Wits Professor
4-Oct-19	Wits Birthday Celebration	Wits Advancement	Wits Community (Staff/Students)	In the run up to Wits 100th birthday, Wits celebrated its 97th birthday with the Kudu mascot welcoming students at every entrance and handing out keep sake key rings
11-Oct-19	Annual Council Dinner and Awards Evening	Vice-Chancellors Office	SET, Council Members, Award winners	Annual year end celebration, and award evening
15-Oct-19	Health and Ageing in Southern Africa: Addressing Inequities over the Life Course Public Event followed by Dinner	The Wits University Rural Health and Transitions Research Unit (Agincourt), South African Medical Research, Council and Harvard Centre for Population and Development Studies	The Wits University Rural Health and Transitions Research Unit (Agincourt), South African Medical Research, Council and Harvard Centre for Population and Development Studies	Researchers from Harvard and Wits, along with many other interested parties, worked head to head, discussing the past and future of the Health and Ageing in Africa: Longitudinal study of an INDEPTH Community in Africa (HAALSI) study. This culminated in a dinner at the Constitutional Hill.
29-Oct-19	Inaugural Lecture of Professor Chandima Gomes	School of Electrical and Information Engineering, Faculty of Engineering and the Built Environment	Public Lecture	Fully constituted Wits Professor

Date	Activity/Event	Partnership/ Collaboration	Audience	Purpose/Accomplishments
7-Nov-19	TATA Postgraduate Awards Handover Ceremony	Development and Fundraising Office	Guests from TATA SA and students	Nineteen postgraduate students at Wits University were awarded scholarships by TATA Africa to complete their studies.
22-Nov-19	Vice-Chancellors Year end acknowledgment	Vice-Chancellors Office	Senior executive team, personal assistants, executive kitchen	Annual year end acknowledgement and thanks
26-Nov-19	Inaugural Lecture of Professor Andrew Chen	School of Physics, Faculty of Science	Public Lecture	Fully constituted Wits Professor
27-Nov-19	Founders Tea	Official University Event	Wits Alumni from over 40 years ago	One of the highlights in the Wits calendar. Wits Alumni who graduated over 40 years ago are invited to Wits to learn about and celebrate new accomplishments at the University.
27-Nov-19	Vice-Chancellor acknowledgment and thanks to SRC	Wits Student Affairs	Senior Executive Team and SRC	Year-end acknowledgment to SRC from the Senior Executive Team
28-Nov-19	Prof Engelbrecht Inaugural Lecture	Official University Event	Public Lecture	Fully constituted Wits Professor
4-Dec-19	The French National Centre for Scientific Research (CNRS) collaboration dinner	Wits Senior Executive team and delegation from CNRS	Invited guests	Learnings, synergy and development of long-term relationships.
5-Dec-19	Wits Law Summer Social	Wits Alumni office and the Faculty of Commerce, Law and Management	Wits Alumni in Law	Networking, learnings, synergy and development of long term relationships.
09 Dec - 12 Dec 9	December Graduations	Official University Event		Celebrating graduates as they received their degrees. It is the culmination of years of hard work and perseverance. Graduations are the highlight of the University annual calendar.

Table 6.6.1 Notable events held at Wits



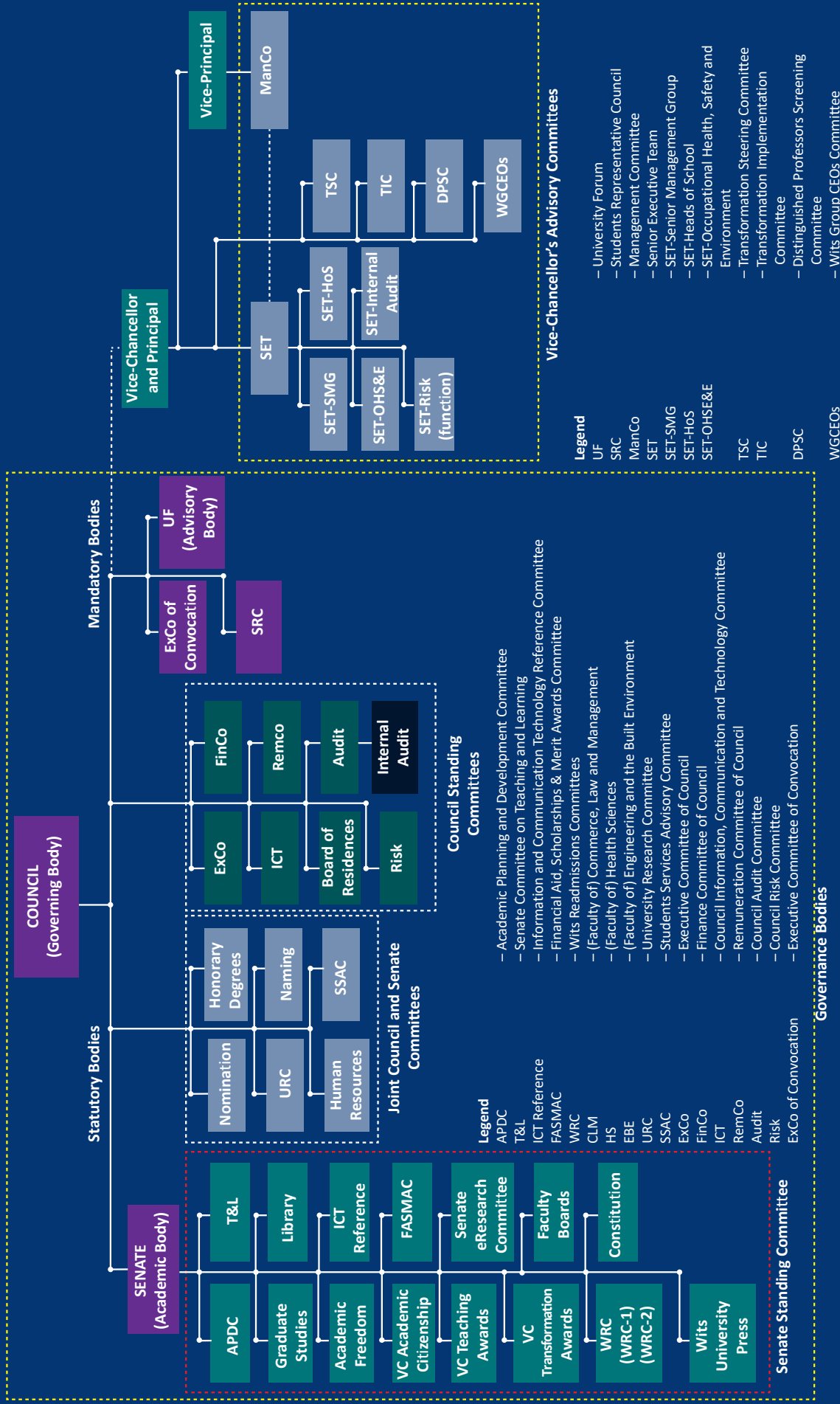


SECTION 7

Governance and Risk

7.1 Statement on Corporate Governance (Organogram)

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



7.2 University Governance

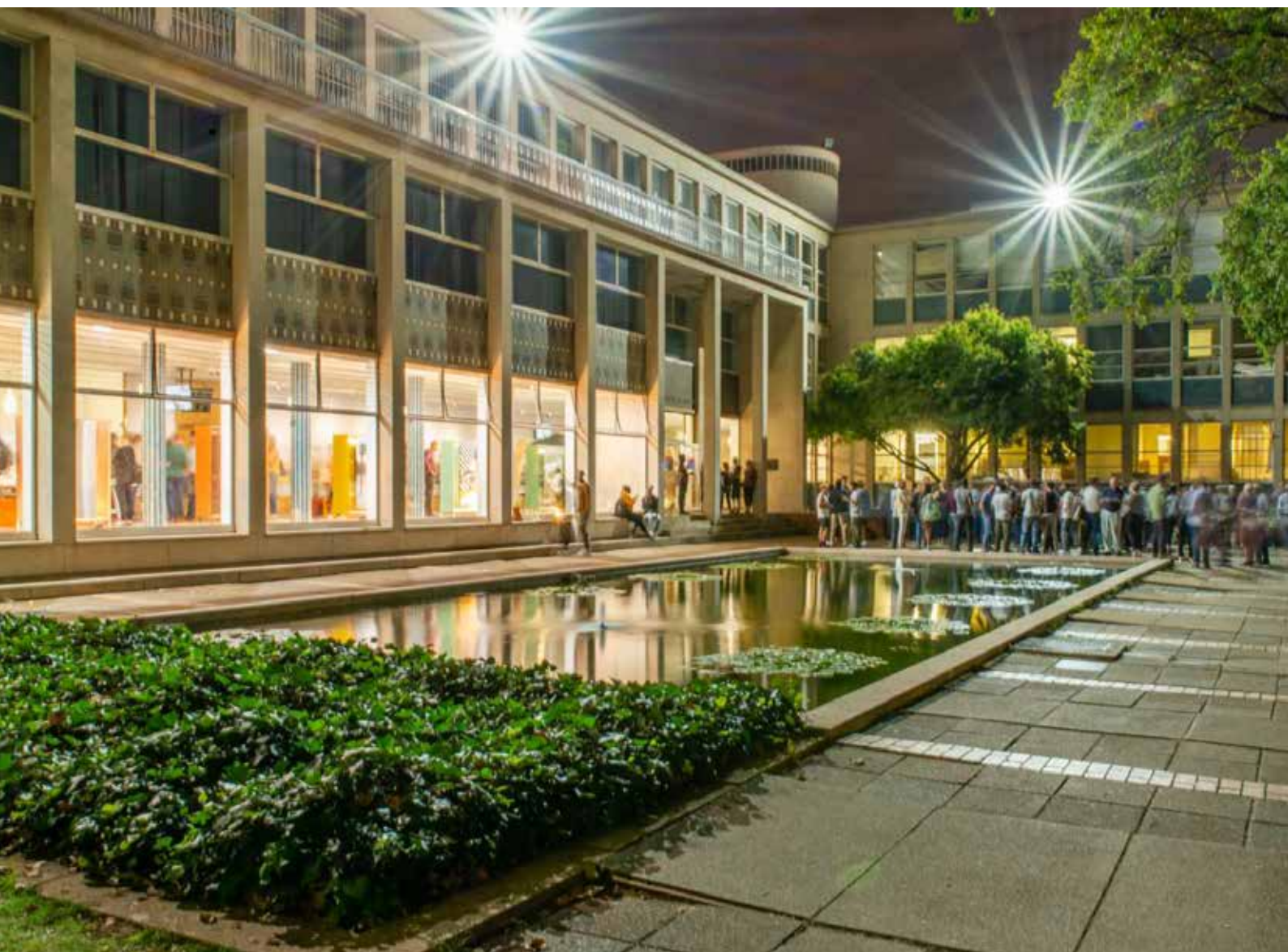
The governance of the University is regulated by the Higher Education Act, (No. 101 of 1997), as amended, and Institutional Statute, as amended in February 2018. The Higher Education Act constitutes the principle legal framework and provides for the establishment of the governance structures. The Council governs the University, subject to the Act and the Institutional Statute and has the final authority. The Senate is accountable to Council for regulating all teaching, learning, research and academic functions of the University and all other functions delegated or assigned by the Council.

Management and administration of the University is the responsibility of the Vice-Chancellor and Principal and s/he has all the powers necessary to perform these functions.

The Senior Executive Team (SET) is a deliberative advisory structure established by the Vice-Chancellor and Principal (hereinafter referred to as 'the Vice-Chancellor'), in accordance with section 30 of the Higher Education Act, 1997 and paragraph 2(1)(a) of the Institutional Statute to ensure overall management of the University. Any decision made by the SET is an advisory recommendation to the Vice Chancellor and is implemented through a directive from the Vice Chancellor.

In line with the Higher Education Act, the University's governance structures include:

- The University Forum (referred to in the Act as the Institutional Forum), a statutory advisory committee that advises Council on certain issues (s31 (1)(a) HEA) and University Forum must perform such functions as determined by Council (s31(1) (b)HEA);
- The Convocation - The affairs of the University's alumni are governed through the Executive Committee of Convocation; and
- The Students' Representative Council.



REPORT

on

Internal Operational Structures and Controls



Mr Prakash Desai

7.3.1 Introduction

The University and its consolidated and associated entities maintain systems of control over financial reporting and the safeguarding of assets against unauthorised acquisition, use or disposal of such assets. Such systems are designed by management of the University 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. This includes documented organisational structures setting out the division of responsibilities, as well as established policies and procedures, including a Code of Ethics that is communicated throughout the organisation to foster a strong ethical climate and the careful selection, training and development of its people.

The internal audit function monitors the operation of internal control systems in accordance with the approved internal audit plan and report internal audit results, findings and recommendations to management and the Council Audit Committee. The Council, operating through its Council Audit Committee, provides oversight of the financial reporting process, related internal controls and the internal audit function.

7.3.2 Internal Audit Function

On 1 June 2018, the University appointed EY Advisory Services (Pty) Ltd (EY) as Wits' outsourced internal audit service provider. In planning the internal audits for the year ended 2019, EY together with Wits Management considered the key risks documented in the University's strategic risk register as well as their knowledge of the University and other areas of concern identified by management. Based on these considerations the risk-based, rolling three-year internal audit plan, which included the 2019 annual internal audit plan, was compiled, presented to and approved by the Wits Internal Audit Committee and the Council Audit Committee.

The Council Audit Committee's assessment of the results of the internal audits conducted through the year, in accordance with the approved internal audit plan, revealed that key financial disciplines are established, while some internal controls could be further enhanced. Wits management continue to focus on further strengthening the internal control environment, whereby management led initiatives include the continuous revision and updating of existing financial policies and procedures; implementing additional policies and procedures as well as taking steps to ensure that issues raised by the Wits external assurance providers are addressed.

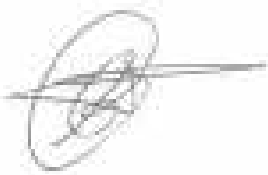
7.3.3 Assessment of effectiveness of systems of internal control

Information systems utilising modern information technologies are in use throughout the organisation. Management has developed and implemented these information systems according to defined and documented standards that aim to achieve efficiency, effectiveness, reliability and security. All policies and procedures are designed to ensure segregation of duties and responsibilities and to minimise the risk of fraud and error. These systems are designed to promote ease of access for all users and the systems are sufficiently integrated to minimise duplication of effort and ensure minimum manual intervention and reconciliation procedures. The development, maintenance and operation of all systems are under the control of trained staff.

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.

The University assessed its internal control systems as at 31 December 2019 in relation to the criteria for effective internal control over financial reporting described in its financial policies and procedures. The assessment was completed by management and the Council Audit Committee based on the various formal and informal reports issued by the internal and external assurance providers of the University. The assessment was further supported by inputs and recommendations by members of the senior executive team.



Mr C Coovadia
Chairperson: Council Audit Committee

Based on this assessment, the University believes that as at 31 December 2019, its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorised acquisition, use or disposal of assets met the criteria set out in the financial policies and procedures as operating effectively.

The Council Audit Committee reviewed the report on internal administrative/operational structures and controls in the year under review at its meeting of 29 May 2020, which meeting was quorate and the documentation for approval by the Committee was circulated with the meeting agenda in advance with due notice.

DocuSigned by:

Avendth Tilakdari

C438E2962CB2464...

Mr A Tilakdari
Outsourced Internal Audit
Head: Engagement Director -
EY Advisory

7.4 Report on Risk exposure, assessment and the management thereof

Risk assessment and risk management at the University is addressed through the Council Risk Committee (subcommittee of Council) and the Risk Management Committee.

In attendance at the risk management committee is:

- PWC – External audit partner and representatives (by invitation);
- EY – Internal audit engagement partner and representatives;
- SNG Grant Thornton – Risk consultants to the University.

The Council Risk Committee oversees the risk management activities on behalf of Council, and provides the Council with formal and scheduled feedback on the status of key risks and management's responses.

Members of Council Risk Committee during 2019 were:

Mr. S Nkosi	(Chairperson)
Mr. C Coovadia	(Chairperson: Council Audit Committee)
Dr. T Lategan	(Chairperson: Council Finance Committee)
Dr. L Sizani	(Council Representative)
Professor A Habib	(Vice-Chancellor)
Mr. P Desai	(CFO/Chairman of Risk Management Committee)
Professor A Crouch	(Vice Principal)
Ms. C Crosley	(University Registrar)
Professor M Veller	(Dean's Representative)
Professor R Osman	(DVC: Advancement, HR, Advancement and Dean's Representative)

The Risk Management Committee, chaired by the CFO, guide and monitor the University's annual risk management plan. The remit of the risk committee is to establish and maintain a common understanding of the University risk profile in order to meet the University's strategic objectives. Also, to identify on an ongoing basis the top most significant risks affecting the University. This feeds into the monitoring and appropriate response to the organisation's key risks.

Risk assessment and managing of risks is regarded as an ongoing management process, integrated in the daily operational activities of the University. The Risk management committee identifies both financial and non-financial risks. It also ensures that an effective risk management policy and risk management processes are maintained to enhance the ability to achieve the strategic objectives of the University. The risk management process, at school and faculty level, central unit level and SET level included identification of risks and mitigating factors and allocating responsibilities for management of identified risks. The process was followed twice a year to produce an aggregated risk register for the University.

The review process during the year also considered emerging risks. The top ten risks from the schools were consolidated at the faculty level, central unit risks were also consolidated, while SET considered the University's macro risks.

The top 10 risks identified in November 2019 by the Senior Executive Team were;

1. Higher Education Funding Crises
2. Institutional finances
3. Instability on campus and increasing safety and security risk
4. Research funding framework challenges
5. Operating instability caused by deteriorating infrastructure
6. Transformation challenges and changes to the institutional culture
7. Technology and its disruptive potential

8. Regulatory challenges and relationship with key Government Departments
9. Teaching and learning risk
10. Labour relations environment and disputes



Mr PC Desai
Chairperson Risk Management
Committee



Mr S Nkosi
Chairperson Council Risk Committee

REPORT

of the Chief Information Officer



Dr Stanley Mpofu

ICT Internship Initiative

As part of addressing the inequality, poverty and unemployment in the country, Wits ICT has established partnerships with ICT Service Providers that are designated for ICT sector training courses. The initiative was to create a platform where the unemployed youth can develop their skills and gain the relevant work experience which they can then use to gain access to job opportunities. As part of this initiative, eleven (11) youth with disabilities were afforded the same opportunity.

Strategies Implemented

- **Mobile Strategy**

The aim of the mobile strategy is to align with the digital strategy of the University. This aims to improve the student, academic, researcher and support staff experience, increase productivity and effectiveness, increase access to information which is not confined by location or time, through solutions that enhance and enable mobility.

- **Cyber Security Strategy**

The cyber and information security awareness campaign commenced this year. A cyber-security gap analysis was initiated with the aim of establishing a

detailed implementation roadmap and a measure of the current cyber landscape.

Projects

- **Project Quantum**

The network upgrade and Wi-Fi project to modernize and improve on how the University connects was completed, with positive feedback received by stakeholders who are already on the new network.

- **Smart Classrooms**

The smart classrooms were successfully implemented in the University, currently located at WSS3 (West Campus), Gatehouse (East Campus) and the Wits Business School. This allows for technology enabled teaching and learning collaborations between students and lecturers through live streaming, the recording of lectures, storage, editing and retrieval of lectures as well as data analytics.

- **Office 365**

The email accounts for all Wits University users were successfully migrated to Microsoft Office 365 as part of the Cloud and Digital Strategy. This has enabled users to work from anywhere and easier collaboration through the Microsoft Teams platform, enhanced email capabilities, security features and disaster recovery for emails.

Policies

The following ICT related policies were approved by Council:

- **Cyber Security Policy**

The aim of the policy is to define the obligatory requirements for protecting the information systems and data from cyber related risk.

- **The Information Classification and Handling Policy**

The aim of this policy is to ensure that Information is classified and handled in accordance with the degree of risk or impact on the University should there be disclosure thereof.

- **The Acceptable Use Policy**

This policy sets out the rules governing the use of the University's systems and services, including hardware, software, and transmissions going out from or entering into the computer network.

Standing Committees

The below mentioned standing committees have been successful in fulfilling their mandate and continue to be fully functional and effective:

- **ICT Management Committee**

The committee, comprising of the Chief Information Officer and ICT Senior Management meets monthly, to discuss and track strategic projects and objectives of the University where ICT enablement and involvement is critical to ensure timely, cost effective and adequate delivery. Project executed included, but not limited to the Project Quantum, deployment of Microsoft 0365, Cyber Awareness Programme, Smart Classrooms, and IT Service Management (ITSM) tool.

- **ICT Management Operations Committee**

The committee has focused and guided operational issues such as the mapping of processes that support the ITSM tool, development of a skills succession plan by introducing the ICT internship programme, implementation of service level agreements to better manage delivery and issues, and continued improvement in ICT communication and service.

- **ICT Incident Management Group**

The Group is used for daily reporting, tracking and response of operational incidents. Establishment of this group has ensured timely communication and expedited response to ICT incidents that arise. This has been instrumental in handling of incidents during the University's critical periods; examinations, registration, graduation and applications.

- **ICT Risk Management (IRM) Committee**

The committee has created a formal platform where ICT related risks as well as progress against the resolution of audit findings can be reviewed continually. Risk management training has been provided to committee members. The risk management action portfolio ensures that formal actions plans and projects are in progress to mitigate against ICT risks that could have an impact on the University. The committee has ensured that there is oversight in addressing significant ICT risks.

- **Enterprise Architecture Review Governance (EARG) Committee**

Enterprise Architecture awareness has been created around the University, ensuring that all ICT related requests for IT solutions are routed through Wits ICT and approved through the CIO's office. There has been consolidation of major applications and licenses at the University, which assists in the reduction of costs. The committee has promoted the innovation platform, encouraging how departments within the University can use digitisation to enable better service and operations.

- **eResearch Operations Committee (eROC)**

eROC through its engagement on a monthly basis has initiated and is in the process of actioning the following projects:

1. Project to digitise South African language
2. Engagement with all faculties to use RedCap
3. Project to place Library repositories in the cloud
4. Project to set up digital labs for material demonstrations in the cloud
5. Data Centre environment for supporting research infrastructure
6. Design of the Wits based Data Management Plan (DMP) and support of the DMP roadshow; and
7. Support for Zotero to be utilised as the preferred reference tool

- **ICT Change Advisory Board (CAB)**

The board membership comprises other support functions within the University. The major change requests that have been tabled, assessed, authorised and implemented through the committee include, however are not limited, to the Oracle EBS upgrade, SIMS upgrade, SAKAI upgrade, BCT upgrade, Project Quantum switchover and phase one of the student refund project. A standard approach to ICT change management has been adopted by the University through the establishment of this forum.

Information Technology (IT) Service Continuity

Annual disaster recovery tests are conducted incorporating the recovery of the University's mission-critical systems. This provides the University with the assurance that the mission-critical systems can be recovered in the event of a disaster.



Dr Stanley Mpofo
Chief Information Officer



SECTION 8

Annual Financial Review

8.1 Report on annual financial review

A. OVERVIEW OF BUDGET PROCESS

University of the Witwatersrand

The Senior Executive Team (SET) oversees the allocation of resources for the university ensuring that governance processes are followed so as to promote the attainment of the goals, strategies and objectives of the institution including medium and long term sustainability. The annual budget process captures the growing wants and needs placed against limited resources.

The budget process starts mid-year ending in December when the overall budget for the following year is approved by Council at its last meeting of the year.

Several meetings are held during the budget preparation process. The initial meeting for budget roll out planning is carried out between members of the SET and finance managers aligning budgeting with strategy and anticipated resource limitations. Parameters, assumptions and specific timeframes for the process are discussed and agreed so as to deliver a coordinated sustainable budget within the governance processes.

The Chief Financial Officer (CFO) and his team hold a workshop with finance managers to discuss the budgeting approach. Budget holders in faculties and divisions supported by financial managers prepare budgets based on the roll out plan in a consultative process. The process within faculties and divisions includes Deans, Heads of Schools and departmental heads as key role players. The CFO and finance team meet with faculties and divisions to discuss their budgets in detail once initial budgets have been prepared and thereafter brief the Vice Chancellor and Vice Principal on the first version of the consolidated budget. At another scheduled special meeting of SET and finance managers, the first version of the budget is presented following which iterations of the budgets are agreed to achieve a sustainable outcome. The final budget is presented at a special SET meeting to obtain approval for the budget before it is taken to Council and Finance Committees (FINCO). The budget is presented at FINCO at its last meeting of the year for approval. At the last meeting of Council the budget is presented and FINCO recommends it for final approval.

Control of the budget is done through monitoring and reporting of budget versus actual results during the course of the year with variances explained at meetings of SET. Reports in that regard are thereafter presented at meetings of FINCO and Council during the year.

Subsidiary entities

Subsidiary entities follow budget processes under the auspices of their boards of directors. The respective boards approve the budgets annually and at meetings receive reports for monitoring financial performance during the course of the year. This include periodic results, monitoring budget versus actual, with explanation for variances and taking corrective action where necessary.

B. OVERVIEW OF FINANCIAL REPORTING PROCESS

Each entity within the Wits group is responsible for ensuring that the financial performance of the entity is monitored and reported on through its management committee meetings, finance committee meetings and board meetings. Monthly results are monitored against budgets and variances are explained. Corrective actions are taken where necessary. Oversight by the University is through board representation and reporting to the FINCO.

The annual financial statements of each entity are presented to the respective boards for approval. Each entity is audited, as part of the annual statutory audit. The annual results of each entity are included in the consolidated annual financial statements, except for the Wits University Donald Gordon Medical Centre, which is accounted for as a joint venture.

C. SALIENT FEATURES OF THE CONSOLIDATED AND SEPERATE ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

The annual financial statements presented on pages 184 to 259 of the annual report include the results of the Group and the University. The accounting policies applied in the preparation of the annual financial statements are consistent, in all material respects, with those applied in the previous year.

The group reported a net surplus of R457m (2018: R345m), after tax and after the transfer of restricted funds to reserves. The university result for the year is a surplus of R404m (2018: R328m). When the other comprehensive income relating to gains/ (losses) of R66m (2018: loss of R42m) on the Post-Retirement Medical Aid (PRMA) are included, the group surplus is R524m (2018: 302m). The University surplus including the PRMA gains/losses is R471m (2018: 286m). The University surplus of R471m (2018: 286m) including PRMA gains is attributed to the following:

Council controlled funds R441m (2018: R284m)

Student & staff accommodation (ring fenced) R30m (2018: R2m)

The reported Council controlled net surplus is attributed largely to the additional R20m subsidy received from the DHET as a result of higher allocation to the sector. Delayed implementation of the ICT network upgrade project contributed R21m in lower depreciation and costs. The ICT upgrade project asset was accordingly commissioned and brought into use towards the end of 2019. There was a favourable R166m due to positive interest rates, larger cash holdings relating to the subsidy and other earlier receipts, and treasury management efforts. The higher cash holding is being managed with prudent investment decisions and the positive investment income is not guaranteed or sustainable. Market fair value adjustments added to R36m, but these adjustments will continue to fluctuate from month to month depending on market movements.

The PRMA provision adjustments lead to a surplus of R134m. The PRMA obligation is a long term provision with an approximate duration of 20 years, the surplus in the current year is due to a higher net discount rate assumption in line with the prevailing economic background/conditions. The surplus also includes a donation received from the University of Witwatersrand Foundation as partial funding of the ICT project, amounting to R40m (2018: R40m). The rest of the surplus arose from efforts by management and the University community to generate operational savings that will also address future operational and funding uncertainties in the higher education sector.

In summary the R441m council controlled result is achieved as follows:

- Additional subsidy received from DHET R20m
- Higher investment income R166m
- Market value fair value adjustments on investments R36m
- PRMA actuarial valuation adjustments R134m
- Deferred expenditure on ICT Network Project R21m
- Operational savings across the University R125m
- Offset by shortfalls in student fees and short courses R61m

The reported surplus is broken down into three categories: long term and capital nature, long term operational and short term annual operational. The long term and items of capital nature are not to be considered a surplus for the current year and are not available for distribution and/or allocation for any operational and/or capital requirements. The result should be viewed in the context of deferred expenditure which although it did not hinder the efficient running of operations and academic programs in the current year, its implications in the near term have to be considered. Of the surplus, R167m was designated as short-term and operational surpluses to be considered for allocation to operational or capital expenditure requirements of the University towards items that could not be accommodated in the approved 2020 budget. In light of this management has committed, with Council's approval, a significant portion of the short term surplus towards academic, operational and infrastructure requirements.

Student and staff accommodation net surplus result of R30m (2018:R2m) is attributed to higher income due to higher residence occupancy and lower meal cancellations than in previous years. The higher income was offset by higher operational costs due to the implementation of IFRS 16 on leases since 2018. The change has resulted in the operating leases on student residences being capitalised in the books of the University, with depreciation and finance costs being additional expense items. The result for residences should be seen in line with the five year break even plan supported by Council because residences are expected to be self-sustaining.

Specifically funded restricted activities delivered a surplus of R62m (2018: deficit R41m). Revenue on restricted projects/ contracts is recognised on fulfilment of performance obligations and not on receipt of funds. Revenue recognised would be matched with the project expenses. On receipt of funds, a liability account is set up, and then amortised to revenue as the spending occurs. The net surplus of R62m (2018: deficit R41m) is reported and accounted for separately as restricted funds and not for operational use. The surplus/deficit from specifically funded restricted activities is transferred to restricted reserves as per accounting treatment because such activities are self-funding.

Overall, the results are commendable and reflect the positive impact of the collective efforts of the University community to optimise income streams and mobilise savings in support of strategic initiatives and help the University to cover the costs of insourcing, renewal of the ICT network and to absorb the unforeseen future consequences on income, costs and the financial position arising from the COVID-19 Health Pandemic.

Actuarial gains on post-retirement healthcare benefits increased (2018: decreased) the group surplus, after transfers, from R457m to R524m (2018: from R345m to R303m).

The group ring-fences restricted funds and invests the related cash amounts in separate risk free on call investments until they are drawn down in the project to which they relate.

The group continued to invest in property, plant and equipment during the year, with capital expenditure of R442m (2018: R400m). Included in the capital expenditure is R326m (2018: R21m) relating to hardware components for the Information, Communication and Technology (ICT) Network Upgrade capitalised by the University. The group's carrying value of property, plant and equipment (excluding right of use assets mentioned below) amounted to R7 628m (2018: R7 509m).

The group adopted IFRS 16 on leases in 2018 leading to operating leases being capitalised as right of use assets with a net book value amounting to R237m as at 31 December 2019 (2018: R261m). The right of use assets are depreciated in line with the tenure of the lease period including expected renewal periods. An amount of R59m (2018: R45m) was incurred as depreciation for these right of use assets.

The group held non-current and current investments in financial assets of R4 029m (2018: R3 380m) as at 31 December 2019. The increase is attributed to higher cash inflows for the year. Included in the investments balances are ring-fenced amounts of R2 300m (2018: R2 200m) for specific projects. The investments were assessed as fairly valued as at 31 December 2019. All these investments were previously classified as available for sale and were reclassified to investments financial assets from 1 January 2018, with all gains or losses now directly taken to the statement of comprehensive income. For the year ended 31 December 2019, net gains of R40m (2018: losses R56m) were recognised in the statement of comprehensive income.

Student debt at the end of the year was R405m (2018: R321m) and trade and other receivables were R562m (2018: R687m). The provision for impairment on student debt was R360m (2018: R290m), with the increase of R70m (2018: R39m) indicating a deterioration in the collections of student debt.

Interest bearing borrowings for the group at the end of the year were R825m (2018: R825m), in line with the 2018 balances. Lease liabilities arose from the capitalisation of the group's significant operating leases on adoption of IFRS 16 on Leases in 2018. As at 31 December 2019, these capitalised lease liabilities amounted to R275m (2018: R261m) and finance charges incurred on these leases at the group's incremental borrowing rate amounted to R34m (2018: R31m).

The liability for post-retirement healthcare benefit obligations amounted to R651m (2018: R682m). The liability has a long duration, and for 2019 an actuarial gain of R66m (2018: actuarial loss of R42m) was recognised. There are no legal plan assets matching this liability. The University manages this liability cognisant of its moral and legal obligations, together with consideration of the University's sustainability and affordability over the duration of the liability.

The group's net increase in cash and cash equivalents was R145m for the year (2018: R105m). After investing and financing activities, the group cash and cash equivalents at year end amounted to R1 386m (2018: R1 241m). The University cash and cash equivalents amounted to R103m (2018: R59m). The group had undrawn credit facilities amounting to R20m (2018: R10m).

The University is a going concern with its assets fairly valued exceeding all its liabilities.



Ms Nontando Ndebele
Chairperson of the Finance Committee
of Council



Mr Prakash Desai
Chief Financial Officer

8.2 Report of the Audit Committee for the year ended 31 December 2019

Audit committee charter

The Audit Committee has adopted a formal charter that has been approved by the University Council. The committee has conducted its affairs in compliance with this charter and has discharged to a considerable extent its responsibilities contained therein. The overall purpose and objective of the Audit Committee is to assist Council in fulfilling its oversight responsibilities with respect to financial reporting, internal control and management of financial risks, the audit process and the University's process for monitoring compliance with laws and regulations 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 impaired and that appropriate financial procedures and management are practiced.

Audit committee members and attendance at meetings

The committee consists of four (4) independent members with the requisite skills and experience to serve on the committee and meets at least twice per annum as per the committee charter.

The Vice-Chancellor, the Principal, Deputy Vice-Chancellors, Chief Financial Officer and other senior management together with internal and external auditors attend the meetings, by invitation.

Membership details and meetings were held during the year under review is detailed in the table below:

Name of Member	Year Appointed	31 May 2019	15 November 2019
Mr. C Coovadia B Com Chairman	2006	Present	Apology noted
Ms. N Badsha Member Appointed by Reason of Special Knowledge/ Expertise	2018	Present	Present
Mr. G Serfontein BCom (Accounting), Hons.B.Com (Mgt Sciences), Masters in Development Finance (MDev)	2016	Present	Apology noted
Dr.T Lategan D Com, CA(SA) A member by virtue of holding the position of Chairperson of Council FinCo.	2013 (Appointed as Chairperson of Council)	Present	Present (Resigned as Member Dec. 2019)

Duties assigned by Council

The committee fulfils an oversight role regarding the University's Annual Report and the reporting process, including the system of internal financial control. 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 ensures that the audit work for both internal and external audit is completed as per the relevant guidelines and plans. During the year under review, the committee met with the external auditors and with the head of internal audit without management being present, in order to satisfy itself that the auditors are satisfied with the role and performance of management in fulfilling their functions.

The committee provides assistance to Council with regard to:

Roles and responsibilities

The committee has adopted a self-assessment checklist and reports that it has complied with the duties and requirements set out in the checklist.

Statutory duties

In the conduct of its duties, the committee has performed the following statutory duties:

- Nominated for appointment an external auditor of the University and its subsidiaries. PwC was appointed, as registered auditor, which, in the opinion of the committee, is independent of the University.
- Reviewed and approved the budget for the fees to be paid to the external auditor and reviewed the terms of engagement.
- Ensured that the appointment of the external auditor complies with the Higher Education Act 10 of 1997 (as amended), and any other legislation relating to the appointment of auditors.
- Determined the nature and extent of those non-audit services that the external auditor may provide to the University.
- Pre-approved fees within determined limits of the overall external audit fee for ad-hoc audit work and the provision of non-audit services to the University by the external auditor.

External auditor

The committee has satisfied itself that the external auditor, PwC, is independent of the University, which includes consideration of compliance with criteria relating to independence or conflicts of interest as prescribed by the Independent Regulatory Board for Auditors (IRBA). Requisite assurance was sought and provided by the external auditor that internal governance processes within PwC support and demonstrate their claim to independence.

The committee, in consultation with executive management, agreed to the engagement letter terms, audit plan and budgeted audit fees for the 2019 year.

The committee has recommended, for approval by Council, PwC as the external auditor and Mr. R Ramdhany as the designated auditor, for the 2019 financial year. It has further satisfied itself that the audit firm and designated auditor are accredited with the IRBA.

Internal financial controls

In addition to the report on internal operational structures and controls set out on page 171 of this Annual Report, the committee has reviewed and discussed the formal reports submitted by Ernst and Young Advisory Services Proprietary Limited (EY) who were the internal auditors of the University for the year ended 31 December 2019. Based on these reports and the limited internal control checks carried out as part of their statutory audit by the external auditors throughout the group operations during the 2019 financial year and, in addition, considering information and explanations given by management and discussions held with the external auditor on the results of the audit, the committee is of the opinion that the University's system of internal financial controls is effective and forms a basis for the preparation of reliable financial statements.

Annual Financial statements (including accounting practices)

The committee has reviewed the financial statements of the University and its controlled entities and is satisfied that they comply with International Financial Reporting Standards (IFRS) and the requirements of the Minister of the Department of Higher Education and Training (DHET) and after due deliberation and discussions with the external auditors, recommends the annual financial statements to the finance committee.

Expertise and experience of chief financial officer and finance function

The committee has satisfied itself that the Chief Financial Officer of the University has appropriate expertise and experience.

The committee has considered, and has satisfied itself of, the overall appropriateness of the expertise and adequacy of resources of the University's finance function and experience of the senior members of management responsible for the financial function.

The committee is satisfied that it has complied with its legal, regulatory and other responsibilities.

Risk management

Council has assigned oversight of the risk management function to a separate Risk committee. The Audit Committee also reviews the minutes of the Risk committee and considers the impact of financial reporting risks, internal financial controls, fraud risk as it relates to financial reporting and information technology risks as they relate to financial reporting.

Internal audit

The Committee has considered and approved the internal audit plan for 2019. The internal audit function was outsourced to Ernst and Young Advisory Services Proprietary Limited (EY), while Sizwe Ntsaluba Gobodo Grant Thornton (SNG GT) performed grant audit services for DHET funded projects. The internal auditors have a responsibility for reviewing and providing assurance on the adequacy of the internal control environment across all of the University's operations. The head of internal audit is responsible for reporting the findings of the internal audit work against the agreed internal audit plan to the committee on a regular basis.

The head of internal audit has direct access to the committee.

Sustainability reporting

The committee has considered the exposure of the University to sustainability risks and has concluded that it is not necessary to engage an external assurance provider to perform an assurance engagement on key sustainability performance information included in the Annual Report.

The committee considered the University's sustainability information as disclosed in the Annual Report and has assessed its consistency with operational and other information known to committee members, and for consistency with the annual financial statements. The committee discussed the sustainability information with management. The committee is satisfied that the sustainability information is reliable and consistent with the financial results.

Recommendation of the Annual Report for approval by Council

The committee recommends the 2019 Annual Report for approval by the Council.



C Coovadia - Chairman
May 2020

8.3 CONSOLIDATED AND SEPARATE ANNUAL FINANCIAL STATEMENTS

CONTENTS	Page
Council's statement of responsibility for the consolidated and separate Annual Financial Statements	185
Approval of the Annual Financial Statements	186
Independent auditor's report	187-193
Consolidated statement of comprehensive income	194
Statement of other comprehensive income	195
Statement of financial position	197
Consolidated statement of changes in equity (reserves and funds)	198
Statement of changes in equity (reserves and funds)	199
Statement of cash flows	200
Notes to the Annual Financial Statements	201-259

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 separate annual financial statements of the University of the Witwatersrand, Johannesburg.

The consolidated and separate annual financial statements, presented on pages 184 to 259, 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 judgements and estimates made by management. The Council has also prepared the other information included in the annual report and is responsible for both its accuracy and consistency with the annual financial statements.

The going concern basis has been adopted in preparing the consolidated and separate 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 foreseeable future, based on forecasts and available cash resources. The viability of the institution is supported by the content of the financial statements.

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

APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The consolidated and separate annual financial statements of the University of the Witwatersrand, Johannesburg on pages 184 to 259 were approved by the members of Council on 05 June 2020 and are signed on its behalf by:

A handwritten signature in black ink, appearing to be 'I Shongwe', with a long horizontal stroke extending to the right.

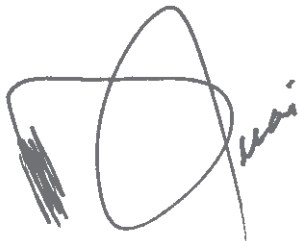
Mr I Shongwe

Chairman

A handwritten signature in black ink, appearing to be 'A Habib', written in a cursive style.

Professor A Habib

Vice Chancellor and Principal

A handwritten signature in black ink, appearing to be 'P Desai', with a large loop and a horizontal stroke.

Mr P Desai

Chief Financial Officer



Independent Auditor's Report to the Minister of Higher Education And Training and the Council of the University of the Witwatersrand, Johannesburg

Report on the audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated financial statements of the University of Witwatersrand, Johannesburg and its subsidiaries (the Group¹) set out on pages 194 to 259, which comprise the consolidated and separate statement of financial position as at 31 December 2019, the consolidated and separate statement of comprehensive income and other comprehensive income, statement of changes in equity and statement of cash flows as well as the notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the University of the Witwatersrand, Johannesburg as at 31 December 2019, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) (HEA).

Basis for Opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the consolidated and separate financial statements section of this auditor's report.

We are independent of the University of the Witwatersrand, Johannesburg in accordance with section 290 and 291 of the Independent Regulatory Board for Auditors' *Code of professional conduct for Registered Auditors (Revised January 2018)*, parts 1 and 3 of the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors (Revised November 2018)* (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* and the *International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards)* respectively.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Council for the Financial Statements

The council is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa and for such internal control as the council determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the consolidated and separate financial statements, the council is responsible for assessing the University of the Witwatersrand, Johannesburg’s ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the council either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

A further description of our responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to the auditor’s report.

Report on the Audit of the Annual Performance Report

Introduction and Scope

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual report. We performed procedures to identify findings but not to gather evidence to express assurance.

Our procedures address the reported performance information, which must be based on the approved performance planning documents of the university. We have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice for the following selected objectives presented in the annual performance report of the university for the year ended 31 December 2019:

Objectives	Pages in the annual report and Annexure D
Teaching and Effectiveness Undergraduate Enrolment - New 1st years; Undergraduate Completions of degrees; Post Graduate Enrolment- Honours, Masters and PhD + PG Diplomas at NQF level 8; Online Rollout Programme; Post Graduate graduations- Honours. Masters and PhD Completion of degrees; and Science, Engineering and Technology profile.	79

<p>Research Output & Research Profile Accredited Research Output (measured in DHET units); Proportion of Journal Articles published in ISI and IBSS indexed journals; Number of academic staff publishing and reporting research, measured on a rolling three-year average basis; Postdoc productivity: number of accredited publications per postdoc averaged over a rolling three-year period; and Research Contracts Income for the Wits Group</p>	80
<p>Finance Deliver council approved break-even budget and residence budget of R21million deficit; and Deliver unqualified financial statements by the DHET deadline for 2018/9.</p>	81
<p>Transformation Increase RSA African and Coloured academic staff as a % of all academic staff by 1%; Increase female RSA African and Coloured associate professors and professors by 1%; and Number of Staff with Doctoral Degrees.</p>	82

We performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not identify any material findings on the usefulness and reliability of the reported performance information for the above-mentioned objectives.

Achievement of planned targets

Refer to the annual performance report in Annexure D: Institutional Scorecard for information on the achievement of planned targets for the year and explanations provided for the under/over achievement of the targets.

Report on the audit of compliance with legislation

Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof we have a responsibility to report material findings on the compliance of the university with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

We did not identify any instances of material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of the PAA.



Other Information

The council is responsible for the other information. The other information comprises the information included in the document titled “2019 Annual Report Of The University Of The Witwatersrand, Johannesburg Incorporating Reports Of Senate And Council”. The other information does not include the consolidated and separate financial statements, the auditor’s report thereon and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor’s report.

Our opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor’s report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Internal Control Deficiencies

We considered internal control relevant to our audit of the consolidated and separate financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance thereon. We did not identify any significant deficiencies in internal control.

Other Reports

We draw attention to the following engagements conducted by ourselves and other parties that had, or could have, an impact on the matters reported in the consolidated and separate financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Audit-related services and special audits (Agreed-upon procedures)

Agreed-upon procedures on certificates were performed for grants, other funding and similar items.

Below is the list of Agreed-upon procedures engagements performed or are in the process of being performed in relation to 2019.

Engagement name	Year end	Description of the engagement	Party performing the engagement
University of the Witwatersrand –HEMIS	12/31/2019	Verification of various information relating to the HEMIS submission to DHET.	PwC
Supplementary financial data and performance indicators	12/31/2019	Verification of financial data from the financial statements.	PwC
Medical Research Council Audit	12/31/2019	Verification procedures performed over the grant received and its correct utilization.	PwC

Engagement name	Year end	Description of the engagement	Party performing the engagement
National Research Foundation Audit	12/31/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
CANSA Society	12/31/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
Examination Printing Unit for GDE	12/31/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
Centre for Excellence in Paleosciences	12/31/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
Centre for Excellence Strong Materials	12/31/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
Centre for Excellence Human Development	31/12/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
Centre for Excellence Mathematical Sciences	31/12/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
Clinical Data	31/12/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
Wits Research Output Certificate	31/12/2019	Verification procedures performed over the grant received and its correct utilization.	PwC



Engagement name	Year end	Description of the engagement	Party performing the engagement
Centre for deaf studies	31/12/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
Gauteng City-Region Observatory	31/03/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
The Global Change and Sustainability Research Institute (GCSRI)	31/12/2019	Verification procedures performed over the grant received and its correct utilization.	PwC
DHET Grants: <ul style="list-style-type: none"> - New Universities - Infrastructure and Efficiency - Clinical Training - Clinical training grant - Returning students from Cuba Collaboration - Student development and support - Ikusasa student financial aid programme (ISFAP) - University capacity development grant - NGAP 	31/03/2019	Agreed upon procedures to assist in indicating whether the funding was utilised in accordance with the DHET requirements and the related proposals/agreements submitted.	SNGGT

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc.
Director: R. Ramdhany
Registered Auditor
Johannesburg
30 June 2020



Annexure – Auditor’s Responsibility for the Audit

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate financial statements, and the procedures performed on reported performance information for selected objectives and on the University of the Witwatersrand Johannesburg compliance with respect to the selected subject matters.

Financial Statements

In addition to our responsibility for the audit of the consolidated and separate financial statements as described in this auditor’s report, we also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University of the Witwatersrand Johannesburg’s internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- conclude on the appropriateness of the Council’s use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University of the Witwatersrand and its subsidiaries ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. Our conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause the University of the Witwatersrand, Johannesburg to cease continuing as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Communication with those charged with governance

We communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also confirm to the council that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on our independence and, where applicable, related safeguards.

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

GROUP	Note	2019				2018					
		Council Controlled Unrestricted		Specifically Funded Restricted		SUB-TOTAL		Student & Staff Accommodation Restricted		TOTAL	
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Income		5 253 291	3 909 403	9 162 694	394 033	9 556 727	4 526 257	3 065 154	7 591 411	363 291	7 954 702
State subsidies & grants	3	2 064 268	105 442	2 169 710	18 630	2 188 340	1 607 278	109 667	1 716 945	17 577	1 734 522
Tuition and other fee income	4	2 048 954	18 973	2 067 927	370 140	2 438 067	1 969 919	21 805	1 991 724	335 573	2 327 298
Research contracts income	5	115 956	2 661 401	2 777 357	-	2 777 357	166 397	2 088 023	2 254 420	-	2 254 420
Sale of goods & services	6	91 695	2 038	93 733	5 238	98 971	90 822	2 371	93 193	10 141	103 334
Private gifts and grants income	7	57 615	225 562	283 177	25	283 202	29	138 494	138 523	-	138 523
Other income	8	510 980	790 228	1 301 208	-	1 301 208	455 163	678 888	1 134 051	-	1 134 051
Net changes in fair value of investments	8	39 830	-	39 830	-	39 830	(36 725)	(19 718)	(56 443)	-	(56 443)
Profit on sale of non-current investments	9	15 703	24 444	40 147	-	40 147	1 245	1 215	2 460	-	2 460
Subtotal		4 945 001	3 828 088	8 773 089	394 033	9 167 122	4 254 128	3 020 745	7 274 873	363 291	7 638 165
Interest, dividends and net exchange rate gains	10	308 290	81 315	389 605	-	389 605	272 128	44 409	316 537	-	316 537
Expenditure		4 824 688	3 847 308	8 671 996	364 333	9 036 329	4 183 422	3 106 326	7 289 748	360 919	7 650 667
Employee benefit expenses	11	2 930 409	1 760 460	4 690 869	73 817	4 764 686	2 691 962	1 443 128	4 135 090	87 088	4 222 178
- Academic professional		1 794 269	369 813	2 164 082	734	2 164 816	1 678 423	348 399	2 026 822	957	2 027 779
- Professional and Administrative		1 136 140	1 390 647	2 526 787	73 083	2 599 870	1 013 539	1 094 729	2 108 268	86 131	2 194 399
Other operating expenses	13	1 536 637	2 001 571	3 538 208	233 853	3 772 061	1 206 555	1 587 606	2 794 161	212 358	3 006 519
Depreciation and amortisation	14, 15 & 16	259 953	82 575	342 528	34 464	376 992	191 727	72 672	264 399	35 569	299 968
Subtotal		4 726 999	3 844 606	8 571 605	342 134	8 913 739	4 090 244	3 103 406	7 193 650	335 015	7 528 665
Finance costs	12	97 689	2 702	100 391	22 199	122 590	93 178	2 920	96 098	25 904	122 002
SURPLUS / (DEFICIT) BEFORE TAXATION		428 603	62 095	490 698	29 700	520 398	342 835	(41 172)	301 663	2 372	304 035
Income Tax	40	(916)	-	(916)	-	(916)	(668)	-	(668)	-	(668)
NET SURPLUS / (DEFICIT) AFTER TAXATION		427 687	62 095	489 782	29 700	519 483	342 167	(41 172)	300 995	2 372	303 367
Transfer - Restricted Funds Net		-	(62 095)	(62 095)	-	(62 095)	-	41 172	41 172	-	41 172
NET SURPLUS AFTER TRANSFER*		427 687	-	427 687	29 700	457 388	342 167	-	342 167	2 372	344 539

STATEMENT OF COMPREHENSIVE INCOME	UNIVERSITY	Note	2019					2018				
			Council Controlled Unrestricted R'000	Specifically Funded Restricted R'000	SUB-TOTAL R'000	Student & Staff Accommodation Restricted R'000	TOTAL R'000	Council Controlled Unrestricted R'000	Specifically Funded Restricted R'000	SUB-TOTAL R'000	Student & Staff Accommodation Restricted R'000	TOTAL R'000
Income			4 642 833	1 505 849	6 148 682	394 033	6 542 715	4 007 780	1 224 945	5 232 725	363 291	5 596 016
State subsidies & grants	3		2 058 058	105 442	2 163 500	18 630	2 182 130	1 601 419	109 667	1 711 086	17 577	1 728 663
Tuition and other fee income	4		2 048 954	18 973	2 067 927	370 140	2 438 067	1 969 919	21 805	1 991 724	335 573	2 327 297
Research contracts income	5		28	300 229	300 257	-	300 257	-	281 980	281 980	-	281 980
Sale of goods & services			5 366	2 037	7 403	5 238	12 641	7 580	2 371	9 951	10 141	20 092
Private gifts and Grants income	6		43 397	225 562	268 959	25	268 984	40 561	138 494	179 055	-	179 055
Other income	7		208 500	775 574	984 074	-	984 074	187 157	658 096	845 253	-	845 253
Net changes in fair value of investments	8		36 575	-	36 575	-	36 575	(21 352)	(19 718)	(41 070)	-	(41 070)
Profit / (Loss) on sale of non-current investments	9		2 389	24 444	26 833	-	26 833	(2 559)	1 215	(1 344)	-	(1 344)
Subtotal			4 403 267	1 452 261	5 855 528	394 033	6 249 562	3 782 725	1 193 910	4 976 635	363 291	5 339 926
Interest, dividends and exchange rate gains/(losses)	10		239 566	53 588	293 154	-	293 154	225 055	31 035	256 090	-	256 090
Expenditure			4 268 088	1 443 754	5 711 842	364 333	6 076 175	3 681 577	1 266 117	4 947 694	360 919	5 308 613
Employee benefit expenses	11		2 606 855	481 763	3 088 618	73 817	3 162 435	2 364 384	435 326	2 799 710	87 088	2 886 798
- Academic professional			1 788 054	257 614	2 045 668	734	2 046 402	1 672 231	238 700	1 910 931	957	1 911 888
- Professional and Administrative			818 801	224 149	1 042 950	73 083	1 116 033	692 153	196 626	888 779	86 131	974 910
Other operating expenses	13		1 339 161	916 630	2 255 791	233 852	2 489 644	1 056 018	787 910	1 843 928	212 358	2 056 286
Depreciation and amortisation	14,15 & 16		232 262	42 659	274 922	34 464	309 385	173 331	40 058	213 389	35 569	248 958
Subtotal			4 178 278	1 441 052	5 619 331	342 134	5 961 465	3 593 733	1 263 294	4 857 027	335 015	5 192 042
Finance costs	12		89 810	2 702	92 512	22 199	114 711	87 844	2 823	90 667	25 904	116 571
NET SURPLUS/ (DEFICIT) BEFORE TRANSFERS			374 745	62 095	436 840	29 700	466 540	326 203	(41 172)	285 031	2 372	287 403
Transfer - Restricted Funds Net			-	(62 095)	(62 095)	-	(62 095)	-	41 172	41 172	-	41 172
NET SURPLUS AFTER TRANSFER*			374 745	-	374 745	29 700	404 445	326 203	-	326 203	2 372	328 575

*The net surplus after transfers includes a R40m (2018:R40m) donation from University of Witwatersrand Foundation for a Network Project.

STATEMENT OF OTHER COMPREHENSIVE INCOME

2019	Council Controlled Unrestricted R'000	Specifically Funded Restricted R'000	SUB-TOTAL R'000	Student & Staff Accommodation Restricted R'000	TOTAL R'000
GROUP					
Net surplus after transfer	427 687	-	427 687	29 700	457 387
Other comprehensive income					
Actuarial gain on post-retirement medical aid liability*	66 313	-	66 313	-	66 313
Total comprehensive income for the year	494 000	-	494 000	29 700	523 700

UNIVERSITY

Net surplus after transfer	374 745	-	374 745	29 700	404 445
Other comprehensive income					
Actuarial gain on post-retirement medical aid liability*	66 313	-	66 313	-	66 313
Total comprehensive income for the year	441 058	-	441 058	29 700	470 758

2018	Council Controlled Unrestricted R'000	Specifically Funded Restricted R'000	SUB-TOTAL R'000	Student & Staff Accommodation Restricted R'000	TOTAL R'000
------	------------------------------------------------	-----------------------------------------------	-----------------	---------------------------------------------------------	-------------

GROUP

Net surplus after transfer	342 167	-	342 167	2 372	344 539
Other comprehensive income					
Actuarial loss on post-retirement medical aid liability*	(42 173)	-	(42 173)	-	(42 173)
Total comprehensive income for the year	299 994	-	299 994	2 372	302 366

UNIVERSITY

Net surplus after transfer	326 203	-	326 203	2 372	328 575
Other comprehensive income					
Actuarial loss on post-retirement medical aid liability*	(42 173)	-	(42 173)	-	(42 173)
Total comprehensive income for the year	284 030	-	284 030	2 372	286 402

* Items that will not subsequently be reclassified to profit or loss.

STATEMENT OF FINANCIAL POSITION

	Note	GROUP		UNIVERSITY	
		2019 R'000	2018 R'000	2019 R'000	2018 R'000
ASSETS					
Non-current assets					
		11 458 475	11 339 971	11 156 807	10 999 394
Property, plant and equipment	14	7 628 034	7 509 094	7 416 938	7 296 563
Right of use assets	15	237 795	261 406	212 974	245 737
Intangible assets	16	105 070	78 740	105 070	78 740
Goodwill	17	486	486	-	-
Investments	18	3 383 422	3 380 108	2 989 878	2 593 135
Interest in controlled entities and amounts due	19	-	-	41 013	413 319
Interest in joint venture and associated entities	21	98 057	104 653	93 288	99 369
Accrued lease income	22	-	-	297 646	272 531
Deferred income tax asset	23	611	484	-	-
Other non-current receivables	24	5 000	5 000	-	-
Current assets					
		3 013 581	2 266 238	1 384 956	624 205
Inventories	25	14 202	15 992	12 957	14 903
Current portion of other non-current receivables	24	689	367	689	367
Investments	18	645 554	-	645 554	-
Interest in controlled entities and amounts due	19	-	-	28 884	36 281
Trade and other receivables	26	966 771	1 008 026	593 928	513 156
Tax receivable	27	159	375	-	-
Cash and cash equivalents	28	1 386 206	1 241 478	102 944	59 498
TOTAL ASSETS	28	14 472 056	13 606 209	12 541 763	11 623 599
FUNDS AND LIABILITIES					
NON-DISTRIBUTABLE RESERVES					
Property plant and equipment		701 398	708 006	701 398	708 006
Revaluation reserve		3 880 043	3 880 043	3 880 043	3 880 043
TOTAL NON-DISTRIBUTABLE RESERVES		4 581 441	4 588 049	4 581 441	4 588 049
Unrestricted use funds					
Endowment and contingency reserve		2 191 358	1 697 358	1 549 202	1 108 144
TOTAL RESERVES AND UNRESTRICTED FUNDS		6 772 799	6 285 407	6 130 643	5 696 193
Restricted use funds					
Funds for specific purposes		938 766	871 550	938 766	871 550
Residences		168 439	137 252	168 439	137 252
RESERVES AND FUNDS		7 880 005	7 294 209	7 237 848	6 704 995
LIABILITIES					
Non-current liabilities					
		2 744 222	3 136 300	2 697 791	3 098 851
Borrowings	29	727 493	747 913	687 862	715 344
Pension & Post-retirement healthcare – benefit obligations	30	651 280	681 963	651 280	681 963
Government grants – deferred income	31	1 172 402	1 066 156	1 172 402	1 066 156
Deferred income and other liabilities	32	193 046	640 268	186 248	635 388
Current Liabilities					
		3 847 829	3 175 700	2 606 124	1 819 753
Deferred income and other liabilities	31&32	841 122	358 137	796 153	319 282
Trade and other payables	33	2 909 664	2 740 714	1 724 960	1 429 823
Current portion of borrowings	29	97 043	76 849	85 011	70 648
TOTAL FUNDS AND LIABILITIES		14 472 056	13 606 209	12 541 763	11 623 599

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (RESERVES AND FUNDS)

GROUP	ENDOWMENT AND CONTINGENCY RESERVE		RESTRICTED USE FUNDS			NON-DISTRIBUTABLE RESERVES				TOTAL
	Unrestricted	R'000	Funds for specific purposes	Residence fund	Sub-total for restricted funds	Property, plant & equipment reserve	Available for sale assets reserve	Revaluation reserve	Sub-total	
		R'000	Restricted	Restricted	R'000	Restricted	R'000	Unrestricted	R'000	R'000
Accumulated funds & other reserves										
Balance at 1 January 2019										
Net surplus for the year	1 697 358	871 550	137 252	1 008 802	708 006	-	3 880 044	-	4 588 050	7 294 209
Other comprehensive loss (actuarial gain on post-retirement medical aid liability)	427 687	62 095	29 700	91 796	-	-	-	-	-	519 483
	66 313	-	-	-	-	-	-	-	-	66 313
MOVEMENTS FOR THE YEAR										
Externally funded asset acquisitions	-	5 121	1 487	6 608	(6 608)	-	-	-	(6 608)	-
Depreciation on externally funded assets	-	(37 536)	(167)	(37 703)	37 703	-	-	-	37 703	-
Balance at 31 December 2019										
Balance at 1 January 2018										
IFRS 9 reclassifications	1 190 666	1 392 620	134 197	1 526 817	755 439	228 721	3 896 551	-	4 880 711	7 598 194
IFRS 15 impact	180 881	47 840	-	47 840	-	(228 721)	-	-	(228 721)	-
	-	(571 808)	-	(571 808)	-	-	-	-	-	(571 808)
Balance at 1 January 2018-restated	1 371 547	868 652	134 197	1 002 849	755 439	-	3 896 551	-	4 651 990	7 026 386
Net surplus/ (deficit) for the year	342 167	(41 172)	2 372	(38 800)	-	-	-	-	-	303 367
Other comprehensive income (actuarial losses on post-retirement healthcare)	(42 173)	-	-	-	-	-	-	-	-	(42 173)
MOVEMENTS FOR THE YEAR										
Externally funded asset acquisitions	25 817	44 070	683	44 753	(47 434)	-	(16 507)	-	(63 941)	6 629
Depreciation on externally funded assets	-	6 693	(886)	5 807	(5 807)	-	-	-	(5 807)	-
Transfer from unrestricted reserves	-	40 058	1 569	41 627	(41 627)	-	-	-	(41 627)	-
Transfers between reserves	18 841	(2 334)	-	(2 334)	-	-	(16 507)	-	(16 507)	-
	6 976	(347)	-	(347)	-	-	-	-	-	6 629
Balance at 31 December 2018										
	1 697 358	871 550	137 252	1 008 802	708 006	-	3 880 044	-	4 588 049	7 294 209

STATEMENT OF CASH FLOWS

	Note	GROUP		UNIVERSITY	
		2019 R'000	2018 R'000	2019 R'000	2018 R'000
Cash flows from operating activities					
Cash generated from operations	34	774 068	971 118	707 510	798 313
Finance costs	12	(122 590)	(122 002)	(114 710)	(116 571)
Tax paid	27	(231)	(1 015)	-	-
Net cash inflow from operating activities		<u>651 247</u>	<u>848 101</u>	<u>592 800</u>	<u>681 742</u>
Cash flows from investing activities					
Purchase of property, plant and equipment	15	(441 788)	(414 592)	(356 504)	(304 990)
Purchase of intangible assets	16	(51 974)	(16 043)	(51 974)	(16 043)
Purchase of investments financial assets	18	(4 922 203)	(4 312 882)	(4 300 820)	(3 818 719)
Proceeds on disposal of investments financial assets	18	4 570 567	3 745 347	3 960 238	3 227 245
Transfers from pooled equity - Foundation	18	-	-	(443 745)	-
Proceeds on disposal of property, plant and equipment		2 252	1 921	1 970	1 648
Increase in interest in controlled entities		-	-	379 677	38 485
Interest received		358 148	300 465	272 380	231 189
Dividends received		14 478	445	18 871	19 177
Net cash used in investing activities		<u>(470 520)</u>	<u>(695 339)</u>	<u>(519 907)</u>	<u>(622 008)</u>
Cash flows from financing activities					
Proceeds from interest-bearing borrowings	34	86 202	100 043	85 385	78 934
Principal elements of lease payments	34	(43 179)	21 069	(35 809)	20 733
Repayment of interest-bearing borrowings	34	(79 022)	(168 868)	(79 022)	(168 868)
Net cash inflow from financing activities		<u>(35 999)</u>	<u>(47 756)</u>	<u>(29 446)</u>	<u>(69 201)</u>
Increase/(decrease) in cash and cash equivalents					
		144 728	105 006	43 446	(9 468)
Cash and cash equivalents at beginning of year	28	1 241 478	1 136 472	59 498	68 966
Cash and cash equivalents at end of year	28	<u>1 386 206</u>	<u>1 241 478</u>	<u>102 944</u>	<u>59 498</u>
Cash and cash equivalents comprise the following:					
Bank and cash balances University of the Witwatersrand, Johannesburg		102 944	59 498	102 944	59 498
University of the Witwatersrand Foundation		81 892	21 074	-	-
Wits Commercial Enterprise (Proprietary) Limited		112 423	97 542	-	-
Wits Health Consortium (Proprietary) Limited		1 088 946	1 063 364	-	-
	28	<u>1 386 206</u>	<u>1 241 478</u>	<u>102 944</u>	<u>59 498</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

GLOSSARY OF TERMS

IFRS	– International Financial Reporting Standards
IAS	– International Accounting Standard
OCI	– Other Comprehensive Income
FVOCI	– Fair Value through Other Comprehensive Income
A-F-S	– Available for sale financial assets
FVPL	– Fair Value Through Profit and Loss

1. GENERAL INFORMATION

The University of the Witwatersrand, Johannesburg is a Higher Educational Institution governed by the Higher Education Act of 1997 (as amended). The University provides Higher Education and has very active and broad based research programmes. The University has various controlled entities incorporated to meet the specific needs of the various activities of the University, evolving into a Wits Group.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these consolidated and separate annual financial statements are set out below and are consistent, in all material respects, with those applied in the previous year, with the exception of the adoption of three new IFRS standards. The details of these changes and the impact on both the Group and separate financial statements are detailed in note 2.1, changes of accounting policies.

2.1 Basis of preparation

The consolidated annual financial statements of the Wits Group have been prepared in accordance and comply with International Financial Reporting Standards (IFRS) and in the manner required by the Minister of Higher Education and Training in terms of Section 41 of the Higher Education Act of 1997 (as amended).

The consolidated annual financial statements are prepared under the historical cost basis of accounting, as modified by the revaluation of certain financial assets and liabilities.

The preparation of the annual financial statements in conformity with IFRS requires the use of estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of current events and actions, actual results ultimately may differ from those estimates.

These financial statements are prepared and presented in the South African Rands (ZAR) as the functional and presentation currency.

International Financial Reporting Standards

International Financial Reporting Standards and amendments effective for the first time for this year

Standard/Interpretation	Effective date: Years beginning on or after	Expected impact
Amendments to IFRS 9 – Financial instruments	1 January 2019	No impact for the group
IFRS 16 – Leases	1 January 2019	Early adopted 1 January 2018
Amendments to IAS 19 – Employee benefits	1 January 2019	No impact for the group
Amendments to IAS 28 – Investment in associates & Joint ventures	1 January 2019	No impact for the group
IFRIC 23 – Uncertainty over income tax treatments	1 January 2019	No impact for the group

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

ACCOUNTING POLICIES

New standards and interpretations and amendments to published standards and interpretations not yet effective

Certain new standards and amendments to existing standards have been published that are mandatory for the Group's accounting period beginning after 1 January 2020 or later periods, but which the Group has not early adopted, as follows:

Standard/Interpretation	Effective date: Years beginning on or after	Expected impact
Amendments to IAS1, Presentation of Financial statements and IAS 8 Accounting policies, Changes in accounting estimates and errors	1 January 2020	Impact to be assessed
Amendments to IFRS 3, Business Combinations	1 January 2020	Impact to be assessed
IFRS 17 – Insurance Contracts	1 January 2021	Impact to be assessed

2.2 Significant judgements

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

Trade Receivables, Loans and Other Receivables

The Group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped together on shared risk characteristics and the days past due. The expected loss rates are based on the underlying make-up of the receivable, payment trends and history of the market, political and social conditions for each category.

Provisions

Provisions are raised and management determined an estimate based on the information available. Additional disclosures of these estimates of provisions are included in the notes.

Contingent liabilities

Management applies its judgement to advice it receives from its attorneys, advocates and other advisors in assessing if an obligation is probable, more likely than not, or remote. This judgement application is used to determine if the obligation is recognised as a liability or disclosed as a contingent liability.

Tangible assets

Management has made certain estimations with regards to the determination of estimated useful lives and residual values of items of property, plant and equipment, as discussed further in note 2.8.

Taxation

The University has received an Income Tax exemption, however a related entity in the group is not exempt from taxation, therefore the following taxation policies are applicable to the Group and not the University:

Judgement is required in determining the provision for income taxes due to the complexity of legislation. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS ACCOUNTING POLICIES (CONTINUED)

The group recognises the net future tax benefit related to deferred income tax assets to the extent that it is probable that the deductible temporary differences will reverse in the foreseeable future. Assessing the recoverability of deferred income tax assets requires the group to make significant estimates related to expectations of future taxable income. Estimates of future taxable income are based on forecast cash flows from operations and the application of existing tax laws in each jurisdiction. To the extent that future cash flows and taxable income differ significantly from estimates, the ability of the group to realise the net deferred tax assets recorded at the Statement of Financial Position date could be impacted.

Fair value estimation

The carrying value less provision for loss allowance of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

Right of use assets and lease liability

Significant judgement was applied in the determination of the discount rate used in the discounting of the lease liability. The detailed disclosure is in note 29.

2.3 Consolidation

Controlled entities are those entities over which the University of the Witwatersrand, Johannesburg has the power, directly or indirectly, to exercise control. All material controlled entities are consolidated, except if control is expected to be temporary, or if there are long term restrictions on the transferability of funds. Controlled entities are consolidated from the date on which effective control is transferred to the University of the Witwatersrand, Johannesburg and are no longer consolidated from the date of disposal or cessation of control.

All inter-entity transactions, balances and unrealised surpluses and deficits are eliminated. Where necessary, accounting policies for controlled entities have been changed to ensure consistency with the policies adopted by the University of the Witwatersrand, Johannesburg.

The consolidated annual financial statements incorporate the assets, liabilities and operations of the following University controlled entities:

University of the Witwatersrand Foundation

Wits Commercial Enterprises (Pty) Ltd

Wits Health Consortium (Pty) Ltd

Wits Junction Residences (Pty) Ltd

The following are controlled subsidiaries of some of the above University controlled entities.

Wits Incubator (Pty) Ltd

Speer Management Services (Pty) Ltd

Smartspot (Pty) Ltd

The following entities are not consolidated and are equity accounted as the University does not exercise control:

The Wits University Donald Gordon Medical Centre (Pty) Ltd – Joint Venture

Bidvest Wits University Football Club (Pty) Ltd – Associated Entity

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates and joint ventures are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss. The University's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS ACCOUNTING POLICIES (CONTINUED)

The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate. Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.

2.4 Revenue recognition

IFRS15 provides accounting requirements that apply to all revenue arising from contracts with customers. In the Group's context, the impacted revenue streams relate mainly to income received for designated specific purposes for example research contracts, donations, grants and other restricted receipts. IFRS15 requires the identification of the contract with the customer, identification of the separate performance obligations, determination of the transaction price, allocation of the transaction price, and the recognition and disclosure of revenue.

The nature of these research contracts, donations, grants and other restricted receipts require fulfillment of specific contractual obligations mostly in a multi-year context. In order to fulfill these performance objectives, milestones and obligations the group incurs costs (operating and capital expenditure) that can be directly linked to the incurring of these costs (and delivery of milestones) to the fulfilment of the contract. Hence revenue is recognised to the extent of the operating costs incurred.

Performance objectives are satisfied over time in line with expenditure in certain contracts, the expenditure incurred is the most accurate measure of revenue recognition. Performance objectives are satisfied at a point in time in certain contracts, revenue is recognised when control transfers or the objective is met.

Revenue is recognised as follows for the individual streams:

State subsidies and grants for general purposes are recognised as income in the financial year to which the subsidy relates.

Government grants for specific purposes relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are included in non-current liabilities as deferred government grants and are credited to the statement of comprehensive income on a straight-line basis over the expected lives of the related assets as these amounts are conditional.

Income received for designated specific purposes

Revenue will arise from contracts, grants, donations, and income on specifically purposed endowments. In all cases such restricted receipts are initially brought into the statement of financial position as a liability or deferred income. As the costs are incurred in fulfilment of the performance obligations, revenue is recognised and the liability reduced. Any unspent funds will remain as liabilities/deferred income and carried over to subsequent financial periods for utilisation as the contract determines. The revenue is disclosed in the statement of comprehensive income as restricted.

In certain instances grants are received for specific purposes with a contractual outcome and the funding does not allow for the retention of any of the capital or any of the surplus by the Group. Unspent funds are treated as a liability in the statement of financial position, and is returned to the sponsor at the end of the contract period as required. The balance of the liability on contract close-out will become unrestricted if all obligations in terms of the contract have been met, and where the requirement to return such funds to the sponsor has been waived. These funds are then recognised in income and utilised to support ongoing research.

Tuition fees are brought into income in the period to which they relate as the services are provided.

Sale of goods and services: Revenue received or receivable for the sale of goods and services is shown net of value-added tax, estimated returns, rebates and discounts. Sales of services are recognised in the accounting period in which the services are rendered. The Group recognises revenue when it transfers control of the goods or services to a customer. Performance obligations are identified and the transaction price is allocated to these distinct performance obligations.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS ACCOUNTING POLICIES (CONTINUED)

Interest income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the Group.

Dividends are recognised when the right to receive payment is established.

Research income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

Donations are recognised on receipt when the donor can be specifically identified. When not identified, the receipts are treated as a liability and subsequently allocated to revenue when the donor can be identified. Donations in kind are recognised at the fair value thereof.

Rental income is recognised where the University retains the significant risks and benefits of ownership of an item under a lease agreement. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of comprehensive income over the period of the lease.

2.5 Income Statement: separate activities

The format of the statement of comprehensive income is presented to disclose separately:

- the utilisation of resources that are under the absolute control of Council.
- the utilisation of those resources which is prescribed in terms of the requirements of the providers of such resource.
- the provision of accommodation for students and /or staff.

2.6 Foreign currencies

Foreign currency transactions are accounted for in Rands at the exchange rates prevailing at the date of the transactions. Gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in statement of comprehensive income in the year in which they arise. Balances denominated in a foreign currency and outstanding at year end are translated at year end exchange rates.

2.7 Research expenditure

Research expenditure is recognised as an expense when incurred. Research costs that are directly attributable to the development of intangible assets are capitalised when the following criteria are met:

- it can be demonstrated that the intangible asset will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development, and to use or sell the intangible asset are available; and
- the expenditure attributable to the intangible asset during its development can be reliably measured.

2.8 Property, plant and equipment

Land and buildings comprise mainly of buildings which house lecture theatres, offices, laboratories, sports facilities, residences, hospitals and related buildings. All property, land and buildings, and equipment are shown at cost less depreciation and impairment, where applicable. Cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the group and the cost of the item can be measured reliably.

All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS ACCOUNTING POLICIES (CONTINUED)

2.8 Property, plant and equipment (continued)

Depreciation is calculated on the straight-line method to write off the cost of assets to their residual values over their estimated useful lives as follows:

Buildings	20-200 years
Leasehold improvements	Shorter of lease and useful life
Computer equipment	3-10 years
Furniture, equipment and machinery	5-20 years
Vehicles	7-15 years
Education and laboratory equipment	5-20 years
Artwork	25 years
Right of use assets	Shorter of lease and useful life

- Library books and periodicals are written off in the year acquired.
- Land is not depreciated as it is deemed to have an indefinite life.
- Property donated to the Group is carried at market value at date of acquisition.
- The assets' residual values and useful lives are reviewed and adjusted if appropriate at each reporting date.
- Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down to its recoverable amount.
- Recoverable amount is the higher of the asset's fair value less its costs to sell and its value in use.
- Gains and losses on disposal of property, plant and equipment are determined comparing proceeds with the carrying amount. These are taken into account in determining the net surplus or deficit.

2.9 Intangible assets

Intangible assets comprise of an ERP system and IT software. Intangible assets are amortised on the straight-line method to write off the cost of the assets to their residual values over their estimated useful lives as follows:

ERP System	10 years
IT Software	3 years

The carrying amount is reviewed annually and adjusted for impairment where it is considered necessary. The assets' residual values and useful lives are reviewed, and adjusted if appropriate at each reporting date.

2.10 Goodwill

Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration transferred, the amounts on any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired. If the total of consideration transferred is less than the fair value of the net assets of the subsidiary acquired, in the case of a bargain purchase, the difference is recognised directly in the statement of comprehensive income.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. Any impairment is recognised immediately as an expense and is not subsequently reversed.

2.11 Borrowings and borrowing costs

Borrowings, consisting of variable interest rate loans, fixed interest rate loans and finance lease agreements, are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; and the difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowing using the effective interest rate method.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS ACCOUNTING POLICIES (CONTINUED)

Interest on borrowings including general borrowings, used to finance the purchase and development of self-constructed assets is included in the cost of the asset to the extent it accrues in the period of production and development. Such borrowing costs are capitalised net of any investment income arising from the temporary investment of funds that are surplus pending such expenditure.

2.12 Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation.

At each reporting date, the Group reviews the carrying amount of its tangible assets to determine whether there is any indication that those assets may be impaired. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment, if any. Where it is not possible to estimate the recoverable amount for an individual asset, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. Impairment losses are recognised as an expense immediately, unless the relevant asset is carried at a revalued amount under another standard, in which case the impairment loss is treated as a revaluation decrease under the standard to the extent of the revaluation surplus with any excess recognised as an expense in the statement of comprehensive income.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised as income immediately, unless the relevant asset is carried at a revalued amount under another standard, in which case the reversal of the impairment loss is treated as a revaluation increase under that other standard.

2.13 Investments and other financial assets

Classification

The group classifies its financial assets in the following measurement categories

- those to be measured subsequently at fair value through profit or loss, and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. The group reclassifies debt investments when and only when its business model for managing those assets changes.

For assets measured at fair value, gains and losses are recorded in the statement of comprehensive income as net changes in fair value of investments.

Recognition and derecognition

Purchases and sales of financial assets are recognised on trade-date, the date on which the group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the group has transferred substantially all the risks and rewards of ownership.

Measurement

At initial recognition, the Group measures a financial asset at its fair value. In the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset are identified. Transaction costs of financial assets carried at FVPL are expensed in surplus or deficit.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are two measurement categories into which the group classifies its debt instruments:

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

ACCOUNTING POLICIES (CONTINUED)

- **Amortised cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in the statement of comprehensive income. Impairment losses are presented as separate line item in the statement of comprehensive income.
- **FVPL:** Assets that do not meet the criteria for amortised cost are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in the statement of comprehensive income and presented in net changes in fair value of investments in the period in which it arises.

The Group has made an election to adopt the second option, since an assessment has been made that debt instruments are held for trading, they do not meet the criteria to be categorised through amortised cost and are categorised as FVPL.

Equity instruments

The Group subsequently measures all equity investments at fair value.

Changes in the fair value of financial assets at FVPL are recognised in other gains/ (losses) in the statement of comprehensive income as applicable

Investments

Investment Mandates confer to the Asset Managers complete (or sole and absolute) discretion, subject to the restrictions imposed by law, by the University or the agreements themselves, to manage the investment portfolios by purchasing and selling investments as well as investing or reinvesting of cash proceeds, dividends and interest accruing from the investments, within the ambits of the Investment Mandates so as to attain the investment objectives.

Investments are included in non-current assets unless management intends to dispose of the investment within 12 months of the reporting date.

University investments are made in unit trusts, global balanced funds, non-discretionary tailored funds, deposit notes and shares.

Equity instruments are held for trading and are required to be classified as FVPL, with dividend income recognised in the statement of comprehensive income, as Management has not made an irrevocable choice to categorize equity instruments through Other Comprehensive Income, these instruments are therefore categorised as FVPL.

Investments categorised as debt instruments have been assessed by Management as not qualifying for measurement at either amortised cost or fair value through other comprehensive income as they are held for trading and are therefore classified as FVPL, with interest income recognised in surplus or deficit.

Gains and losses arising from changes in fair value of investment financial assets are recognised in the statement of comprehensive income as net changes in fair value of investments.

Interest and dividend income are taken to the statement of comprehensive income in the period in which they arise.

2.14 Leases

At inception of a contract, the group assesses whether a contract is, or contains a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange of consideration. This policy is applicable to contracts already in effect on that date, or entered on or after 1 January 2018. At inception or reassessment of a contract that contains a lease component, the group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices.

As a lessee

The group recognises a right of use asset and a lease liability at the lease commencement date. The right of use asset is initially measured at cost, which comprises the initial amount of the lease liability, plus any initial direct costs incurred and less any incentives received.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS ACCOUNTING POLICIES (CONTINUED)

The right of use asset is subsequently depreciated using the straight line method from the commencement date to the earlier of the end of the useful life of the right of use asset or the end of the lease term. The estimated useful lives of right of use assets are determined on the same basis as those of property, plant and equipment. In addition, the right of use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the future lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate.

The Group uses the incremental borrowing rate as the discount rate. The lease payments included in the measurement of the liability comprise of the following:

- Fixed payments, or variable lease payments that depend on an index or a rate, initially measured using the index or the rate as at the commencement date; and
- Lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or a rate, or if the group changes its assessment of whether it will exercise a purchase, extension or termination option. When the lease liability is remeasured this way, a corresponding adjustment is made to the carrying amount of the right of use asset or is recorded in the statement of comprehensive income if the carrying amount of the right of use asset has been reduced to zero.

The group presents the right of use assets as non-current assets and lease liabilities in borrowings in the statement of financial position.

Short term leases and leases of low value assets

The group has elected not to recognise right of use assets and lease liabilities for short term leases of equipment that have a lease term of 12 months or less and leases of low value assets, including IT equipment. The threshold for these low value assets was R75 000 for the year ended 31 December 2019. The group recognises the lease payments associated with these as an expense on a straight line basis over the lease term.

As a lessor

When the group acts as lessor, it determines at lease inception whether each lease is a finance lease or operating lease. To classify each lease, the group makes an overall assessment of whether lease transfers substantially all of the risks and rewards incidental to ownership of the underlying assets. If this is the case, the lease is classified as a finance lease, if not, as an operating lease.

The group recognises lease payments received under operating leases as income on a straight line basis over the term of the lease as part of other income.

The accounting policies applicable to the group as a lessor in the comparative period were not different from IAS 17.

2.15 Inventories

Inventories are valued at the lower of cost and net realisable value. The basis of determining cost, which excludes finance cost, is the first-in-first-out cost method. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

2.16 Loans, receivables and prepayments

Provision for loss allowance

The Group assesses on a forward looking basis, the expected credit losses associated with its debt instruments. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the group applies the simplified approach permitted by IFRS 9, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
ACCOUNTING POLICIES (CONTINUED)

2.17 Provisions and Contingencies

Provisions are recognised when:

- the Group has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

2.18 Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise deposits held at call with banks, cash in hand, other short term highly liquid investments and bank overdrafts. In the Statement of Financial Position, bank overdrafts are included under current liabilities.

2.19 Taxation

Current tax assets and liabilities

Current tax for current and prior periods is, to the extent unpaid, recognised as a liability. If the amount already paid in respect of current and prior periods exceeds the amount due for those periods, the excess is recognised as an asset.

Current tax assets and liabilities for the current and prior periods are measured at the amount expected to be paid to or recovered from the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the reporting date.

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting profit nor taxable profit or tax loss.

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised.

Deferred tax assets and liabilities

A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting profit nor taxable profit or tax loss.

A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable profit will be available against which the unused tax losses can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the reporting date.

Income tax expenses

Current and deferred taxes are recognised as income or an expense and included in profit or loss for the period, except to the extent that the tax arises from:

- transaction or event which is recognised, in the same or a different period, directly in equity, or
- business combination.

Current tax and deferred taxes are charged or credited directly to equity if the tax relates to items that are credited or charged, in the same or a different period, directly to equity.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS ACCOUNTING POLICIES (CONTINUED)

2.20 Provisions and Contingencies

Provisions are not recognised for future operating losses. If an entity has a contract that is onerous, the present obligation under the contract is recognised and measured as a provision.

After their initial recognition contingent liabilities recognised in business combinations that are recognised separately are subsequently measured at the higher of:

- the amount that would be recognised as a provision; and
- the amount initially recognised less cumulative amortisation.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 38.

2.21 Financial liabilities

The Group classifies its financial liabilities as financial liabilities at amortised cost as the Group does not carry any financial liabilities at fair value through profit or loss. Management determines the classification of the financial liabilities at initial recognition, and re-evaluates this designation at every reporting date.

The Group's financial liabilities are borrowings, accounts payable and accrued liabilities (excluding income received in advance and the leave pay accrual).

2.22 Employee benefits

Pension obligations

The pension schemes comprise two state controlled defined benefit plans and two privately administered defined contribution plans. The pension plans are funded by contributions from the Group, taking account of the recommendations of independent qualified actuaries and are charged to the statement of comprehensive income in the year to which they relate. The Group has no further payment obligations once the contributions have been paid.

Other post retirement obligations

The Group provides post-retirement healthcare benefits to its retirees. The entitlement to these benefits apply to employees employed by the Group before 1 January 2006, and is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period.

The liability recognised in the Statement of Financial Position in respect of post-retirement healthcare benefits is the present value of the obligation. The present value of the post-retirement healthcare obligation is determined by discounting the estimated future cash outflows at reasonable interest rates. The current service costs are recognised as an expense in the period that the relevant employee services are received.

The post-retirement healthcare obligation is calculated annually by independent actuaries using the projected unit credit method.

Re-measurements, comprising of actuarial gains and losses, are recognised immediately in the statement of financial position with a corresponding debit or credit to retained earnings through other comprehensive income in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Leave accrual

Entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

2.23 Reserves and funds

Equity is divided into two broad categories, endowment and contingency funds and non-distributable reserves:

Endowment and contingency funds are further designated into accumulated funds (unrestricted) and funds for specific purposes (restricted). Restricted funds are for funds received and the use which is beyond the control of the University Council. On the other hand, unrestricted funds are under the absolute control of the Council over allocations to fund the activities of the University. Any further funds can be designated as a sub-component of a major category in order to achieve the strategic goals of the University.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS
ACCOUNTING POLICIES (CONTINUED)

Non-distributable reserves are further categorised into property, plant and equipment funds, IFRS revaluation reserve and available for sale asset reserve. IFRS revaluation reserve arose on the first time implementation of IFRS when assets were revalued.

Transfers between reserves

The endowment and contingency funds for the University mainly consists of accumulated funds, strategic endowment fund, R90m donation fund, research rollover funds, Wits Business School Phoenix Reserve, Fee Credits for bursaries reserve and dividends funds. These are set up as and when Council deems that a specific strategic objective should be achieved.

Most of the spending and income accrual happens through the normal statement of comprehensive income and consequently flow to the accumulated funds. In order to reflect the true spending or income accrual against the designated reserves or funds, transfers are then effected between the accumulated funds and the specific reserves.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
3. STATE SUBSIDIES AND GRANTS				
State subsidy for general purpose assistance	1 959 447	1 624 855	1 953 237	1 618 996
Subsidy for Gap Grant Funding	123 451	-	123 451	-
Subsidy for foundation programmes	677	554	677	554
Subsidy for university capacity and development	25 372	19 986	25 372	19 986
Subsidy for infrastructure and development	2 856	3 206	2 856	3 206
Subsidy for clinical training	72 101	81 414	72 101	81 414
Subsidy for staffing South Africa's Universities	4 436	4 507	4 436	4 507
	<u>2 188 340</u>	<u>1 734 522</u>	<u>2 182 130</u>	<u>1 728 663</u>

The subsidy for the University Capacity Development replaced the Teaching and Development Grant as from 01 January 2018.

There are no unfulfilled conditions or other contingencies attached to the subsidies and grants that have been recognised above, some of which are classified as restricted income.

4. TUITION AND OTHER FEE INCOME

Tuition fees	1 845 814	1 769 424	1 845 814	1 769 424
Short course revenue	222 113	222 300	222 113	222 300
Student and staff accommodation	370 140	335 573	370 140	335 573
	<u>2 438 067</u>	<u>2 327 298</u>	<u>2 438 067</u>	<u>2 327 297</u>
Number of students enrolled at the University	<u>40 817</u>	<u>38 279</u>	<u>40 817</u>	<u>38 279</u>

Revenue from contracts with customers (recognised over time)

Recognised over time

Research and contracts income	2 777 358	2 254 420	300 257	281 980
Tuition and fee income	2 438 067	2 327 297	2 438 067	2 327 297
	<u>5 215 425</u>	<u>4 581 717</u>	<u>2 738 324</u>	<u>2 609 277</u>

Revenue recognised at a point in time

At a point in time

Sales of goods and services	98 971	103 334	12 641	20 092
	<u>98 971</u>	<u>103 334</u>	<u>12 641</u>	<u>20 092</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
5. RESEARCH CONTRACTS INCOME				
Statutory bodies	281 019	263 289	281 019	263 289
Research external donor funded	2 496 338	1 991 131	19 239	18 691
	<u>2 777 357</u>	<u>2 254 420</u>	<u>300 257</u>	<u>281 980</u>
6. PRIVATE GIFTS & GRANTS INCOME				
Donations non-research	33 202	18 945	33 202	18 945
Bursaries and scholarships	193 334	118 609	193 334	118 609
Donations/unconditional gifts	56 666	969	42 448	41 501
	<u>283 202</u>	<u>138 523</u>	<u>268 984</u>	<u>179 055</u>
7. OTHER INCOME				
Rental income from Wits Junction	-	-	74 652	74 652
External income-donations-restricted	847 226	677 845	764 658	677 845
Cost recovery income	17 749	22 382	17 749	22 382
Pharmaceutical income	81 601	139 371	-	-
Administration fee received	211 207	159 260	-	-
Other	143 425	135 193	127 015	70 374
	<u>1 301 208</u>	<u>1 134 051</u>	<u>984 074</u>	<u>845 253</u>

Included in other income is an amount for rental income:

During 2018 and prior periods the University received operating lease income from Wits Junction Residences (Pty) Ltd (Wits Junction). As per International Financial Reporting Standards IAS 17, the University straight lined the lease rental income. This resulted in accrued lease rental income in the University's financial statements. (Refer to note 22)

Rental income from Wits Junction	<u>74 652</u>	<u>74 652</u>
Future rental income to be earned from lease contract:		
Within one year	52 931	48 561
Between two and five years	263 848	242 062
Beyond five years	965 135	1 039 852
	<u>1 281 914</u>	<u>1 330 475</u>

8. NET CHANGES IN FAIR VALUE OF INVESTMENTS

Gain/(Losses) on market value adjustments FVPL-equities	42 506	(57 069)	39 251	(41 706)
(Loss)/Gain on market value adjustments FVPL-debt	(2 676)	636	(2 676)	636
	<u>39 830</u>	<u>(56 433)</u>	<u>36 575</u>	<u>(41 070)</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
9. PROFIT/ (LOSS) ON SALE OF NON-CURRENT INVESTMENTS				
Profit /(loss) on sale of investments financial assets	<u>40 147</u>	<u>2 460</u>	<u>26 833</u>	<u>(1 344)</u>
10. INTEREST, DIVIDENDS & EXCHANGE RATE GAINS/ (LOSSES)				
Investments				
Dividend income	14 478	12 346	7 971	8 677
Interest income	<u>202 730</u>	<u>174 521</u>	<u>185 666</u>	<u>156 504</u>
	217 208	186 867	193 637	165 181
Net foreign exchange gains/(losses) on financial activities	16 980	3 577	1 902	4 875
Interest from bank accounts	73 494	56 346	4 085	3 486
Other interest income	62 674	52 782	62 673	52 782
Investment income on Pooled Equity	19 250	16 965	19 250	16 965
Interest income on loans to related parties	-	-	706	1 601
Dividend income from related parties	-	-	10 900	11 200
	<u>389 605</u>	<u>316 537</u>	<u>293 154</u>	<u>256 090</u>
11. EMPLOYEE BENEFIT EXPENSES				
Remuneration - Academic	1 942 372	1 772 917	1 823 958	1 657 025
Remuneration - Professional, Administrative and other	2 460 255	2 124 827	976 418	905 339
Pension costs - Academic, professional, administrative and other	326 429	296 095	326 429	296 095
Increase in post-retirement medical liability	35 630	28 339	35 630	28 339
	<u>4 764 686</u>	<u>4 222 178</u>	<u>3 162 435</u>	<u>2 886 798</u>
12. FINANCE COSTS				
Long-term borrowings	64 776	65 308	64 776	65 308
Bank charges	5 269	8 227	3 677	3 940
Other costs	3 694	97	1 394	-
Finance costs on lease liability	34 270	31 184	31 305	31 751
Investment management fees	8 941	9 603	7 918	7 989
Commission paid	5 640	7 583	5 640	7 583
	<u>122 590</u>	<u>122 002</u>	<u>114 710</u>	<u>116 571</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
13. EXPENDITURE BY NATURE				
Advertising and marketing cost	69 197	55 931	66 002	54 424
Auditor's remuneration				
-Audit fees	7 706	6 824	5 190	4 307
-Other fees	24 641	20 385	12 716	8 694
Books, journals and electronic media	104 202	119 259	101 243	116 942
Bursaries	656 046	463 884	652 655	455 337
Catering	25 217	51 040	18 523	46 451
Cleaning	11 138	32 502	1 328	23 510
Communication	64 160	57 783	32 919	33 228
Computer consumables, repairs and software costs	85 229	87 072	55 744	70 627
Consulting fees	254 414	149 224	111 779	64 685
Costs of inventories	29 860	34 120	29 494	34 120
Depreciation and amortisation charges (notes 14,15 and 16)	376 992	299 968	309 386	248 958
Donations	9 200	3 764	-	-
Employee benefit expenses (note 11)	4 764 686	4 222 178	3 162 435	2 886 798
Fixed property costs	322 531	253 827	297 773	215 700
Finance cost (note 12)	122 590	122 002	114 710	116 571
Increase in impairment of receivables	125 989	71 744	124 196	70 691
Insurance	18 579	14 875	12 519	11 733
Laboratory consumables	149 337	112 423	46 070	39 176
Legal fees	37 469	36 881	34 947	35 125
Loss on sale of non-current assets	29 122	2 110	-	-
Managerial and administration fees	421 176	163 256	-	-
Minor furniture and equipment	67 504	48 780	65 275	47 050
Operating leases	1 570	3 076	-	-
Printing and stationery	104 599	79 163	56 929	51 855
Repairs and maintenance	133 079	134 622	117 881	118 244
Research expenses	71 668	71 053	59 479	59 813
Residence overhead	144 542	137 622	144 542	137 622
Hospital access fees	67 090	57 619	67 090	57 619
Security	28 476	19 999	17 691	9 976
Academic costs	33 892	14 760	33 545	14 760
Sub-grant expenses	176 713	136 999	-	-
Transportation expenses	75 224	59 365	57 241	41 184
Travel and accommodation	251 266	260 536	147 083	166 808
Other expenses	171 225	246 021	119 791	66 605
	9 036 329	7 650 667	6 076 175	5 308 613

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

14. PROPERTY, PLANT AND EQUIPMENT

GROUP

	Land & Buildings R'000	Furniture and Equipment R'000	Vehicles R'000	Total R'000
Year ended 31 December 2019				
Opening net book value	6 844 034	618 207	46 853	7 509 094
Additions	159 312	244 512	37 965	441 788
Reclassified	(1 128)	1 128	-	-
Disposals	(5 292)	(12 101)	(13 513)	(30 905)
Depreciation	(46 339)	(233 456)	(12 149)	(291 943)
Closing net book value	<u>6 950 587</u>	<u>618 290</u>	<u>59 157</u>	<u>7 628 034</u>

At 31 December 2019

Cost	7 543 773	2 023 706	112 579	9 680 059
Accumulated depreciation	<u>(593 185)</u>	<u>(1 405 416)</u>	<u>(53 423)</u>	<u>(2 052 025)</u>
Net book value	<u>6 950 587</u>	<u>618 290</u>	<u>59 157</u>	<u>7 628 034</u>

UNIVERSITY

	Land & Buildings R'000	Furniture and Equipment R'000	Vehicles R'000	Total R'000
Year ended 31 December 2019				
Opening net book value	6 755 341	523 931	17 291	7 296 563
Additions	147 453	197 047	12 003	356 504
Disposals	-	(1 426)	(72)	(1 498)
Depreciation	(39 959)	(189 901)	(4 770)	(234 631)
Closing net book value	<u>6 862 835</u>	<u>529 650</u>	<u>24 453</u>	<u>7 416 938</u>

At 31 December 2019

Cost	7 392 088	1 769 289	53 966	9 215 343
Accumulated depreciation	<u>(529 253)</u>	<u>(1 239 639)</u>	<u>(29 513)</u>	<u>(1 798 405)</u>
Net book value	<u>6 862 835</u>	<u>529 650</u>	<u>24 453</u>	<u>7 416 938</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

14. PROPERTY, PLANT AND EQUIPMENT (continued)

GROUP

	Land & Buildings R'000	Furniture and Equipment R'000	Vehicles R'000	Total R'000
Year ended 31 December 2018				
Opening net book value	6 687 801	614 999	42 564	7 345 364
Additions	213 514	176 067	10 152	399 733
Transfers	(10 666)	6 899	3 767	-
Disposals	(235)	(2 942)	(1 247)	(4 424)
Depreciation	(46 380)	(176 816)	(8 383)	(231 579)
Closing net book value*	<u>6 844 034</u>	<u>618 207</u>	<u>46 853</u>	<u>7 509 094</u>
At 31 December 2018				
Cost	7 413 659	1 871 921	99 873	9 385 452
Accumulated depreciation	(569 625)	(1 253 714)	(53 020)	(1 876 358)
Net book value	<u>6 844 034</u>	<u>618 207</u>	<u>46 853</u>	<u>7 509 094</u>

*Included in the net book value is work in progress amounting to R405m in land and buildings and furniture and equipment categories.

UNIVERSITY

	Land & Buildings R'000	Furniture and Equipment R'000	Vehicles R'000	Total R'000
Year ended 31 December 2018				
Opening net book value	6 621 343	538 874	16 475	7 176 692
Additions	172 756	128 953	3 281	304 990
Disposals	-	(2 041)	-	(2 041)
Depreciation	(38 758)	(141 855)	(2 465)	(183 078)
Closing net book value	<u>6 755 341</u>	<u>523 931</u>	<u>17 291</u>	<u>7 296 563</u>
At 31 December 2018				
Cost	7 245 720	1 636 716	43 135	8 925 571
Accumulated depreciation	(490 379)	(1 112 785)	(25 844)	(1 629 008)
Net book value	<u>6 755 341</u>	<u>523 931</u>	<u>17 291</u>	<u>7 296 563</u>

Details of land and buildings are available for inspection at the office of the University and its related entities. The University and its related entities are not permitted to dispose of, or otherwise alienate, their land and buildings without the approval of the Minister of Higher Education and Training.

Certain of the above items of property, plant and equipment are secured as set out in note 29.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000

14. PROPERTY, PLANT AND EQUIPMENT (continued)

Furniture, equipment and vehicles where the University is a lessee of assets of low value category/threshold in terms of IFRS 16 on Leases. These do not form part of the right of use asset as the individual costs are below the low value assets threshold.

Cost – capitalised finance leases	61 569	51 855	61 569	51 855
Accumulated depreciation	(58 366)	(49 752)	(58 366)	(49 752)
Net book value	3 203	2 103	3 203	2 103

15. RIGHT- OF- USE ASSETS

The group has capitalised leases for land and buildings and vehicles on adoption of IFRS 16.

GROUP

	Land & Buildings	Furniture and	Vehicles	Total
	R'000	Equipment	R'000	R'000
		R'000		
At 31 December 2019				
Opening net book value	232 040	-	29 366	261 406
Additions	13 925	21 849	-	35 774
Depreciation	(44 761)	(7 283)	(7 341)	(59 385)
Closing net book value	201 204	14 566	22 024	237 795

At 31 December 2019

Cost	284 042	21 849	36 707	342 599
Accumulated depreciation	(82 838)	(7 283)	(14 683)	(104 804)
Net book value	201 204	14 566	22 024	237 795

UNIVERSITY

	Land & Buildings	Furniture and	Vehicles	Total
	R'000	Equipment	R'000	R'000
		R'000		
Year ended 31 December 2019				
Opening net book value	216 372	-	29 366	245 737
Additions	(5 523)	21 849	-	16 326
Depreciation	(34 464)	(7 283)	(7 341)	(49 089)
Closing net book value	176 384	14 566	22 024	212 974

At 31 December 2019

Cost	246 417	21 849	36 707	304 973
Accumulated depreciation	(70 033)	(7 283)	(14 683)	(91 999)
Net book value	176 384	14 566	22 024	212 974

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

15. RIGHT- OF- USE ASSETS (continued)

GROUP

	Land & Buildings R'000	Furniture and Equipment R'000	Vehicles R'000	Total R'000
Year ended 31 December 2018				
Opening net book value	-	-	-	-
Additions	270 117	-	36 707	306 824
Depreciation	(38 077)	-	(7 341)	(45 418)
Closing net book value	<u>232 040</u>	<u>-</u>	<u>29 366</u>	<u>261 406</u>

At 31 December 2018

Cost	270 117	-	36 707	306 825
Accumulated depreciation	(38 077)	-	(7 341)	(45 418)
Net book value	<u>232 040</u>	<u>-</u>	<u>29 366</u>	<u>261 406</u>

UNIVERSITY

	Land & Buildings R'000	Furniture and Equipment R'000	Vehicles R'000	Total R'000
Year ended 31 December 2018				
Opening net book value	-	-	-	-
Additions	251 941	-	36 707	288 648
Depreciation	(35 569)	-	(7 342)	(42 911)
Closing net book value	<u>216 372</u>	<u>-</u>	<u>29 365</u>	<u>245 737</u>

At 31 December 2018

Cost	251 941	-	36 707	288 648
Accumulated depreciation	(35 569)	-	(7 342)	(42 911)
Net book value	<u>216 372</u>	<u>-</u>	<u>29 365</u>	<u>245 737</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

16. INTANGIBLE ASSETS

	GROUP			UNIVERSITY		
	ERP System R'000	IT Software R'000	Total R'000	ERP System R'000	IT Software R'000	Total R'000
Year ended 31 December 2019						
Opening net book value	78 024	716	78 740	78 024	716	78 740
Additions	51 974	-	51 974	51 974	-	51 974
Disposals	(78)	-	(78)	(78)	-	(78)
Reclassifications	-	97	97	-	97	97
Amortisation	(25 617)	(45)	(25 662)	(25 617)	(45)	(25 662)
Closing net book value	104 303	768	105 070	104 303	768	105 070
At 31 December 2019						
Cost	314 347	1 148	315 495	314 347	1 148	315 495
Accumulated amortisation	(210 045)	(380)	(210 425)	(210 045)	(380)	(210 425)
Net book value	104 302	768	105 070	104 302	768	105 070
Year ended 31 December 2018						
Opening net book value	84 948	1 246	86 194	84 948	1 246	86 194
Additions	16 043	-	16 043	16 043	-	16 043
Reclassifications	-	(528)	(528)	-	(528)	(528)
Amortisation	(22 967)	(2)	(22 969)	(22 967)	(2)	(22 969)
Closing net book value	78 024	716	78 740	78 024	716	78 740
At 31 December 2018						
Cost	287 796	885	288 681	287 796	885	288 681
Accumulated amortisation	(209 772)	(169)	(209 941)	(209 772)	(169)	(209 941)
Net book value	78 024	716	78 740	78 024	716	78 740

17. GOODWILL	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
Opening balance	486	486	-	-
Additions through business combination	-	-	-	-
Closing balance	486	486	-	-

Effective 1 March 2013, Wits Health Consortium Proprietary Limited acquired 100% of the issued share capital of Speer Management Services Proprietary Limited and as a result, goodwill arose on consolidation. Management has assessed the impairment as required by IAS 36 and there were no indications of impairment as at 31 December 2019.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
18. INVESTMENTS				
Fair value at the beginning of the year	3 380 108	2 650 489	2 593 135	1 833 376
Transfers from Pooled Equity-Foundation	-	-	443 745	-
Purchases	4 922 203	4 312 882	4 300 800	3 818 719
Disposals	(4 570 567)	(3 745 347)	(3 960 238)	(3 227 245)
Investment income capitalised	262 747	217 262	224 074	183 962
Investment management fees	(5 753)	1 188	(3 067)	5 600
Market value adjustments	40 238	(56 366)	36 983	(21 277)
Less: money market funds-current	(645 554)*	-	(645 554)*	-
Fair value at the end of the year-long term	3 383 422	3 380 108	2 989 878	2 593 135

*At the end of 31 December 2019, the University and the group reallocated some investments into the current assets category in anticipation for the usage of these funds for operation purposes in the subsequent year.

	Fair Value R'000 Wits University	Fair Value R'000 Wits Entities	Fair Value R'000 Consolidated
INVESTMENTS – 2019			
Equity domestic – listed	261 003	151 884	412 887
Equity domestic – unlisted	6 002	31	6 033
Hedge funds –domestic	-	3 599	3 599
Equity international – listed	134 218	44 703	178 921
Bonds – domestic	556 001	91787	647 788
Bonds-international	14 487	-	14 487
Property-domestic	-	5 519	5 519
Unit trust funds – domestic	433 283	-	433 283
Unit trust funds – international	-	50 439	50 439
International other funds	-	516	516
Money market funds-short term	645 554	-	645 554
Money market funds-long term	1 584 884	45 066	1 629 950
	3 635 432	393 544	4 028 976

	Fair Value R'000 Wits University	Fair Value R'000 Wits Entities	Fair Value R'000 Consolidated
INVESTMENTS – 2018			
Equity domestic – listed	59 777	307 056	366 833
Equity domestic – unlisted	5 729	-	5 729
Hedge funds –domestic	-	4 266	4 266
Equity international – listed	12 909	136 331	149 240
Bonds – domestic	411 957	237 224	649 181
Bonds-international	467	-	467
Property-domestic	-	5 417	5 417
Unit trust funds – domestic	383 121	-	383 121
Unit trust funds – international	-	41 794	41 794
International other funds	-	6 275	6 275
Money market and short term cash	1 719 175	48 610	1 767 785
	2 593 135	786 973	3 380 108

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

18. INVESTMENTS (continued)

The below table presents financial assets and liabilities measured at fair value at the reporting date in accordance with the fair value hierarchy. This hierarchy categorises financial assets and liabilities into three levels based on the significance of inputs used in measuring the fair value of the financial assets and liabilities. The fair value hierarchy has the following levels:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Wits Group does not have any level 3 investments.

The level within which the financial asset or liability is classified is determined based on the most significant input to the fair value measurement. The financial assets and liabilities measured at fair value in the Statement of Financial Position are grouped into the fair value hierarchy as follows:

	GROUP 2019			UNIVERSITY 2019		
	Level 1 R'000	Level 2 R'000	Total R'000	Level 1 R'000	Level 2 R'000	Total R'000
Investments						
Equities	592 324	6 033	598 326	395 221	6 002	401 223
Bonds	662 275	-	662 275	570 488	-	570 488
Hedge funds	3 599	-	3 599	-	-	-
Unit Trusts	483 722	-	483 722	433 283	-	433 283
Real estate	5 519	-	5 519	-	-	-
Money market funds-short term	645 554	-	645 554	645 554	-	645 554
Money market funds-long term	1 629 950	-	1 629 950	1 584 884	-	1 584 884
	4 022 943	6 033	4 028 976	3 629 430	6 002	3 635 432

	GROUP 2018			UNIVERSITY 2018		
	Level 1 R'000	Level 2 R'000	Total R'000	Level 1 R'000	Level 2 R'000	Total R'000
Investments						
Equities	516 073	5 729	521 802	72 686	5 729	78 415
Bonds	649 648	-	649 648	412 424	-	412 424
Hedge funds	10 541	-	10 541	-	-	-
Unit Trusts	424 915	-	424 915	383 121	-	383 121
Real estate	5 417	-	5 417	-	-	-
Money market funds	1 767 785	-	1 767 785	1 719 175	-	1 719 175
	3 374 379	5 729	3 380 108	2 587 406	5 729	2 593 135

The fair values of the publicly traded financial instruments are based on stock exchange prices as at the reporting date. A register of investments is available for inspection at the offices of the University.

Due to the nature of the research business, as well as the capital expansion projects that are externally funded, the University/Group ring fences certain funds for the purposes of spending against specific projects. These funds are not available to the greater University/Group. This amounts to University R2, 3 billion /Group R2, 3 billion (2018: University R1, 8 billion /Group R2, 2 billion).

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
19. INTERESTS IN CONTROLLED ENTITIES AND AMOUNTS (DUE)/RECEIVABLE				
University of the Witwatersrand Foundation			40 606	426 509
Funds owed to the University but not yet transferred-current			29 075	36 320
Third Party Funds administered by Foundation on behalf of the University-non current			11 199	11 642
Pooled Equity Fund-non current			333	378 547
The pooled equity fund is administered by the Foundation on behalf of the University. The fund is made up as follows:				
Capital invested by fund participants			333	392 619
Current liabilities of the funds			-	(14 072)
During 2019 a greater part of the pooled equity fund was transferred from the University of Witwatersrand Foundation to the University of the Witwatersrand.				
Wits Commercial Enterprises (Pty) Ltd			(191)	(39)
A wholly owned (100%) related entity of the University. Shares: R100				
Shareholder's Current Loan			(191)	(39)
The loan is unsecured, bears no interest and has no fixed terms of repayment.				
Wits Health Consortium			-	-
A wholly owned (100%) related entity of the University Shares: R100			-	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
19. INTERESTS IN CONTROLLED ENTITIES AND AMOUNTS (DUE)/RECEIVABLE (continued)				
Wits Junction (Pty) Ltd			29 481	23 130
A wholly owned (100%) related entity of the University. Shares: R2				
Intercompany Loan-Non Current			29 481	23 130
The loan is unsecured, bears no interest and has no fixed terms of repayment. The Shareholder, University of the Witwatersrand, Johannesburg agrees to subordinate its loan as long as the liabilities of Wits Junction exceeds its assets, fairly valued.				
Gross			69 897	449 600
Less: current portion			(28 884)	(36 281)
Total long term interest in controlled entities and amounts due			41 013	413 319

20. STUDENT LOANS

Financial assets:

Student loans	346	155	346	155
Less: loss allowance	(346)	(155)	(346)	(155)
	-	-	-	-

The weighted average annual interest rate was as follows :

Student loans	12.25%	12.25%	12.25%	12.25%
---------------	---------------	--------	---------------	--------

Movement in the loss allowance of student loans is as follows:

At 1 January	1 265	1 265	1 265	1 265
Receivables written off during the year	(920)	(1 110)	(920)	(1 110)
At 31 December	346	155	346	155

Student loans are unsecured.

Loans were granted to students based on a contractual agreement. No further loans have been granted since 2006. Repayment of the loans commences once the student has graduated and the loan is repayable over 3 years. Interest is charged at prime +3% per annum, and the loan accrues interest once the student has graduated. A loss allowance of student loans is made when it is established that the University will not be able to recover all amounts due according to the original terms of the loans. The amount of the provision is recognised in the Statement of Comprehensive Income.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
21. INTEREST IN JOINT VENTURE AND ASSOCIATED ENTITIES				
Bidvest Wits University Football Club (Pty) Limited				
Ordinary shares (40%) (Cost: R40, 2018: R40)	-	-	-	-
Share premium on investment in Bidvest Wits Football Club (Pty) Ltd	30 635	30 635	30 635	30 635
Provision for loss allowance	(28 518)	(22 922)	(28 516)	(22 922)
The Group has equity accounted for its share of the associated company's results since the accumulated loss is less than the share premium as at 31 December 2019.				
	<u>2 117</u>	<u>7 713</u>	<u>2 119</u>	<u>7 713</u>
The Wits University Donald Gordon Medical Centre (Pty) Limited				
The University owns an interest of 50,1% in this entity. This entity is equity accounted as a Joint Venture per the agreement.				
Share Capital	2 802	2 776	2 802	2 776
Share premium	2 500	2 500	2 500	2 500
Shareholder's loan				
The loan is interest free and is repayable out of future profits of the company. The loan has been subordinated proportionally to the University's shareholding in favor of The Standard Bank of South Africa and the related entity's other creditors. The subordination will remain in force until such time as the related entity's assets exceed its liabilities for a period of twelve months.	109 445	109 445	109 445	109 445
Less: loss allowance	-	-	(23 576)	(23 063)
Share of Equity Accounted Results	(18 807)	(17 781)	-	-
Administered funds	-	-	(2)	(2)
	<u>95 940</u>	<u>96 940</u>	<u>91 169</u>	<u>91 656</u>
Total	<u>98 057</u>	<u>104 653</u>	<u>93 288</u>	<u>99 369</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000

22. ACCRUED LEASE INCOME

The University has leased Land and Buildings to a wholly owned entity Wits Junction Residences Proprietary Limited. The University has straight-lined the lease over the period of the lease in terms of IFRS 16. This has resulted in a deferred asset in the books of the University. Income recognised in revenue for the 2019 year accounted for in Accrued lease income amounts to R297,6 million (2018: R272.5 million). The University straight-lined the lease due to the effect of the structured loan it entered into with Rand Merchant Bank Limited, but on consolidation it has been eliminated.

-	-	297 646	272 531
---	---	----------------	----------------

23. DEFERRED TAXATION

Deferred taxation arises in a controlled entity and is calculated on all temporary differences according to the liability method using the principal tax rate of 28%.

Deferred Tax Asset

Prepaid expenses	470	364	-	-
Provisions	141	120	-	-
	611	484	-	-

Reconciliation of deferred tax asset

At beginning of year	484	286	-	-
Originating from provisions and prepaid expenses	127	198	-	-
At end of year	611	484	-	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
24. OTHER NON-CURRENT RECEIVABLES				
Wits Arts Museum Loan:				
This loan attracts no interest and is repaid monthly in terms of the agreed terms				
Total receivables	322	-	322	-
Current portion	(322)	-	(322)	-
Long term portion	-	-	-	-
Wits Club Loan:				
This loan is advanced to the Wits Club to assist with the financing of the operator of this venue.				
This loan attracts no interest and is repaid monthly in terms of the agreed turnover model.				
Total receivables	367	367	367	367
Current portion	(367)	(367)	(367)	(367)
Long term portion	-	-	-	-
Loan to Donald Gordon Medical Centre (Pty) Ltd				
A loan was advanced to the Wits University Donald Gordon Medical Centre (Pty) Ltd by the University of the Witwatersrand Foundation. The loan is unsecured and is interest free. The loan has no fixed re-payment terms and is not expected to be called with-in the next 12 months.				
Loan to the Wits University Donald Gordon Medical Centre (Pty) Ltd	11 000	11 000	-	-
Less: Provision for impairment	(6 000)	(6 000)	-	-
	5 000	5 000	-	-
Total Other Non-Current Receivables				
Total receivables	5 689	5 367	689	367
Current portion	(689)	(367)	(689)	(367)
Long term portion	5 000	5 000	-	-

25. INVENTORIES

Books, stationery, technical inventories, stores for repairs and maintenance, study material and cleaning material.

	14 202	15 992	12 957	14 903
--	--------	--------	--------	--------

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
26. TRADE AND OTHER RECEIVABLES (continued)				
The ageing of trade receivables is as follows:				
	189 632	191 853	147 827	161 493
Fully Performing: 0-30 days	47 635	62 157	37 841	50 005
30-60 days	40 242	35 041	23 509	27 473
60-90 days	33 129	19 986	28 643	15 833
Over 90 days	68 626	74 669	57 834	68 182
Provision for Loss allowance	(47 860)	(58 622)	(43 397)	(54 488)
Net	141 773	133 231	104 430	107 005

Movements in the provision for loss allowance of trade receivables are as follows:

At 1 January	58 622	71 380	54 488	66 624
Provision for loss allowance	(5 042)	(3 527)	(7 171)	(4 845)
Receivables written off during the year	(5 720)	(9 231)	(3 920)	(7 291)
At 31 December	47 860	58 622	43 397	54 488

The loss allowance as at 31 December 2019 in accordance with IFRS 9 was determined as follows for trade receivables.

31 December 2019	Current to 90 days	Over 90 days	Total
University			
Expected Loss Rate	0%	75%	
Gross carrying amount – trade receivables	89 993	57 834	147 827
Loss allowance	-	43 397	43 397
Group			
Expected Loss Rate	0%	70%	
Gross carrying amount – trade receivables	121 006	68 626	189 632
Loss allowance	-	47 860	47 860

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000

26. TRADE AND OTHER RECEIVABLES (continued)

The loss allowance as at 31 December 2018 in accordance with IFRS9 was determined as follows for trade receivables.

31 December 2018	Current to 90 days	Over 90 days	Total
University			
Expected Loss Rate	0%	80%	
Gross carrying amount – trade receivables	93 312	68 181	161 493
Loss allowance	-	54 488	54 488
Group			
Expected Loss Rate	0%	79%	
Gross carrying amount – trade receivables	117 184	74 669	191 853
Loss allowance	-	58 622	58 622

Student Receivables

Student debtors that are less than one year past due at 31 December 2019 but have been paid by 28 February 2020 are not considered impaired. As at 31 December 2019, student debtors of R505 million (2018: R415 million) were past due but not impaired.

The ageing of student debtors is as follows:

Students enrolled for the current year	532 185	422 931	532 185	422 931
Students enrolled for previous years	232 995	188 711	232 995	188 711
Less: Provision for loss allowance	(360 374)	(290 529)	(360 374)	(290 529)
	<u>404 806</u>	<u>321 113</u>	<u>404 806</u>	<u>321 113</u>

Movements in the provision for loss allowance of student debtors are as follows:

At 1 January	290 529	252 453	290 529	252 453
Provision for loss allowance	125 741	69 595	125 741	69 595
Receivables written off during the year	(55 896)	(31 519)	(55 896)	(31 519)
At 31 December	<u>360 374</u>	<u>290 529</u>	<u>360 374</u>	<u>290 529</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000

26. TRADE AND OTHER RECEIVABLES (continued)

The loss allowance as at 31 December 2019 (IFRS 9) was determined as follows for student receivables.

31 December 2019	Current year	Previous years	Total
University			
Expected Loss Rate	26%	94%	
Gross carrying amount – student receivables	532 185	232 995	765 180
Loss allowance	140 249	220 125	360 374
Group			
Expected Loss Rate	26%	94%	
Gross carrying amount – student receivables	532 185	232 995	765 180
Loss allowance	140 249	220 125	360 374

The loss allowance as at 31 December 2019 (IFRS 9) was determined as follows for student receivables.

31 December 2018	Current year	Previous years	Total
University			
Expected Loss Rate	29%	89%	
Gross carrying amount – student receivables			
	422 931	188 711	611 642
Loss allowance	121 666	168 863	290 529
Group			
Expected Loss Rate	29%	89%	
Gross carrying amount – student receivables			
	422 931	188 711	611 642
Loss allowance	121 666	168 863	290 529

Staff Loans

All outstanding staff loans have been considered by management to be seen as impaired. No further loans have been granted since 2006. Interest is charged at 12.25% (2018: 12.25%) per annum.

Movement in the provision for loss allowance of staff loans are as follows:

At 1 January	4	7	4	7
Provision for staff loans	(4)	(7)	(4)	(7)
At 31 December	-	-	-	-

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000

26. TRADE AND OTHER RECEIVABLES (continued)

CREDIT QUALITY OF FINANCIAL ASSETS –ACCOUNTS RECEIVABLE

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to historical information about counterparty default rates:

Counterparties without external credit rating:

Group 1 – Existing student accounts with some de-faults in the past	404 806	321 113	404 806	321 113
Group 2- Trade debtors with some defaults in the past	141 773	133 231	104 430	107 005
Group 3 – Other receivables	356 480	469 954	33 027	13 700
Total receivables (see above)	903 059	924 298	542 263	441 818

27. TAX RECEIVABLE

Tax receivable	159	375	-	-
----------------	------------	-----	---	---

Reconciliation of tax (paid)/received

Opening balance	375	225	-	-
Current tax for the period recognised in profit	(615)	(865)	-	-
Other adjustments	168	-	-	-
Tax paid during the period under review	231	1 015	-	-
Balance at the end of the year	159	375	-	-

28. CASH AND CASH EQUIVALENTS

Bank balances	1 171 117	976 441	102 944	59 498
Short-term deposits	215 089	265 037	-	-
	1 386 206	1 241 478	102 944	59 498

The weighted average annual effective interest rate on short-term bank deposits was 5.0% (2018: 5.0%).

Due to the nature of the research business of the University and certain of its controlled entities certain cash monies are ring fenced for the purposes of spending against specific projects, and are not available to the greater group. This amounts to Group: R1 164, 7 million, University -nil (2018: Group R1 079, 3 million, University nil).

As at 31 December 2019 an amount of R17, 4 million from the Group Bank balances is committed (2018: Group R29, 5 million).

At 31 December 2019, the group had R20 million (University: Nil) undrawn available borrowing facilities with FNB and for 2018 (Group: Nil and University: Nil). The University had also available a settlement facility of R183, 5 million (2018: R183, 5million) with First National Bank (FNB) and also guarantees issued amounting to R0.06 million (2018: R0.06 million).

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
29. BORROWINGS				
Rand Merchant Bank Limited	497 445	486 461	497 445	486 461
The loan bears interest at a fixed rate of 12.41% per an-num. It is secured by a mortgage bond over land and buildings at Erf 815, Parktown Township. The loan is structured to account for high interest repayments at the beginning of the loan term resulting in an increase in the loan balance.				
Innovent leases	28 440	33 061	28 440	33 061
Operating rental leases capitalised. The leases bear interest at an average fixed rate of 5, 35% per annum (2018: 5, 21%), and are repayable in quarterly instalments of R4, 3 million (2018: R3, 3 million). The agreements are secured by computer equipment with a book value of R3, 2 million (2018: R2, 1million). These are considered to be low value assets.				
IFRS 16 lease liability	275 070	282 475	246 987	266 470
Operating leases capitalised as per the new IFRS16 on leases. The lease liability is initially measured at the pre-sent value of the lease payments that are not paid at the commencement date, discounted using the group's incremental borrowing rate. The group uses the incremental borrowing rate as the discount rate. The leases are mainly in respect of buildings for students residences.				
First National Bank Limited	23 581	22 765	-	-
This loan is unsecured, bears interest at the prime lending rate minus 0.8%, and is repayable over 10 years.				
Total borrowings	824 537	824 762	772 872	785 992
Less: Current portion of borrowings	97 043	76 849	85 011	70 648
Innovent lease	16 827	15 170	16 827	13 049
First National Bank	2 127	-	-	-
IFRS 16 lease liability	78 088	61 679	68 184	57 599
Long Term Portion of borrowings	727 493	747 913	687 861	715 344
Borrowings				
At flexible rates	298 652	305 240	246 987	266 470
At fixed rates	525 885	519 522	525 885	519 522
Total borrowings	824 537	824 762	772 872	785 992

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
29. BORROWINGS (continued)				
Effective annual interest rates:				
First National Bank loan	9.2%	9.2%	-	-
Innovent leases	5.21%	5.21%	5.35%	5.21%
IFRS 16 Lease liability	11.00%	11.00%	11.00%	11.00%
Rand Merchant Bank bond over land and buildings	12.41%	12.41%	12.41%	12.41%

IFRS 16-LEASE LIABILITIES

These liabilities were measured at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate for the year ended 31 December 2019. The weighted average Incremental borrowing rate (IBR) applied to the lease liabilities for the year ended 31 December 2019 was 11% (2018: 11%).

The group and university's leasing activities

The Group and University leases property and equipment from various lessors in the fulfilment of its teaching, learning and research activities. The leases/rental agreements are mainly for a fixed periods with average tenure of 5-10 years. The annual rental increases by CPI (Consumer Price Index) or a factor related to CPI each year. Where relevant, significant renewal options have been factored into determining the lease term/tenure. The rental agreements do not include any other significant contract terms. Some of the University controlled entities enter into agreements with the University as the shareholder, and these are eliminated on consolidation.

Lease liability recognised

Current	78 088	61 679	68 184	57 599
Non-current	196 982	220 796	178 803	208 871
	275 070	282 475	246 987	266 470

Lease liability movement

Opening balance	282 475	-	266 470	-
Increase in lease liability	35 774	306 825	16 324	288 648
Finance costs	34 270	32 590	31 305	31 751
Repayments	(77 449)	(56 939)	(67 113)	(53 929)
	275 070	282 475	246 987	266 470

30. PENSION AND POST-RETIREMENT HEALTHCARE BENEFIT OBLIGATIONS

Pension schemes

The Group established pension schemes covering substantially all employees. The pension schemes comprise two state controlled final salary defined benefit plans and two privately administered defined contribution plans. The assets of the funded plans are held independently of the Group's assets in separate trustee administered funds. Independent actuaries value the schemes periodically. The Group has no known liabilities at 31 December 2019 in respect of any of its pension schemes.

Cost of pension contributions for the year were Group: R326 million, University R326 million (2018: Group R297 million, University R297 million).

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000

30. PENSION AND POST-RETIREMENT HEALTHCARE BENEFIT OBLIGATIONS (continued)

Post-retirement healthcare benefit obligations

The Group provides post-retirement healthcare benefits to its qualifying retirees. An actuarial valuation of the future obligations in terms of this scheme was carried out as at 31 December 2019. The present value of the Group's obligations is as follows:

Accrued employer liability in respect of employed members	167 466	194 448	167 466	194 448
Accrued employer liability in respect of retired members	483 814	487 515	483 814	487 515
Post-retirement benefit obligation	651 280	681 963	651 280	681 963

The University is a going concern with its assets fairly valued exceeds all its liabilities. There are no legal plan assets matching this liability. The University manages this liability cognisant of its moral and legal obligations, together with consideration of the University's sustainability and affordability over the duration of the liability.

The method used for establishing the service cost is the Projected Unit Credit Method prescribed by IAS19. Actuarial gains and losses are recognised as they arise.

Amounts recognised in the statement of comprehensive income in respect of this scheme are as follows:

Amounts recognised in the statement of comprehensive income in respect of this scheme are as follows:

Settlements	(39 947)	(37 817)	(39 947)	(37 817)
Service cost	8 858	8 119	8 858	8 119
Interest cost	66 719	57 945	66 719	57 945
	35 630	28 247	35 630	28 247

Amounts recognised in other comprehensive income in respect of this scheme are as follows:

Actuarial (gain)/ loss	(66 313)	42 173	(66 313)	42 173
Total amounts recognised	(30 683)	70 420	(30 683)	70 420

The amount included in the Statement of Financial Position arising from the Group's obligation in respect of the defined benefit post-retirement medical aid plan is as follows:

At beginning of year	681 963	611 543	681 963	611 543
Amounts debited to the income statement	35 630	28 247	35 630	28 247
Amounts (credited)/debited to the statement of other comprehensive income	(66 313)	42 173	(66 313)	42 173
At end of year	651 280	681 963	651 280	681 963

Sensitivity Analysis

The provision for post-retirement healthcare obligations is particularly sensitive to changes in the assumption regarding future increases in medical scheme contributions. This is illustrated as follows:

Illustration of the impact of a 1% increase or decrease in the assumed future rate of medical inflation:

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

30. PENSION AND POST-RETIREMENT HEALTHCARE BENEFIT OBLIGATIONS (continued)

Sensitivity Analysis

The provision for post-retirement healthcare obligations is particularly sensitive to changes in the assumption regarding future increases in medical scheme contributions. This is illustrated as follows:

Illustration of the impact of a 1% increase or decrease in the assumed future rate of medical inflation:

GROUP AND UNIVERSITY	Base assumption 8.3% p.a.	1% Increase 9.3% p.a.	1% Decrease 7.3% p.a.
Liability as at 31 December 2019	651 280	727 285	587 431
Service costs + interest costs	73 477	83 014	65 534
% Liability change		11.7%	(9.80%)
% Income Statement Recognition change		13.0%	(10.8%)

Illustration of the impact of a 1.0% increase or decrease in the assumed discount rate:

GROUP AND UNIVERSITY	Base assumption 10.1% p.a.	1.0% Increase 11.1% p.a.	1.0% Decrease 9.1% p.a.
Liability	651 280	586 963	729 010
% Liability change		(9.9%)	11.9%

The assumptions have been based on the requirements of IAS19. The main actuarial assumptions used for the valuation at 31 December 2019 and 2018 were:

Economic assumptions	GROUP		UNIVERSITY	
	2019	2018	2019	2018
Net discount rate	2.41%	1.80%	2.41%	1.80%
Health care cost inflation	7.90%	8.30%	7.90%	8.30%
Discount rate	10.50%	10.10%	10.50%	10.10%

Demographic assumptions

Retirement age

An average retirement age of 65 was used.

Mortality

Mortality pre-retirement has been based on the SA 85/90 table, and mortality post-retirement on a PA (90) ultimate table.

Withdrawal

Withdrawal from service of the Group was assumed as follows:

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000

30. PENSION AND POST-RETIREMENT HEALTHCARE BENEFIT OBLIGATIONS (continued)

Age	2019 GROUP Annual rate of withdrawals	2018 UNIVERSITY Annual rate of withdrawals
0-20	15%	15%
21-25	10%	10%
26-30	7%	7%
31-35	4%	4%
36-40	2%	2%
41-45	0%	0%
46+	0%	0%

Age of spouse

It was assumed that a husband was four years older than his wife.

Continuation of membership at retirement

It was assumed that 80% in-service members of the scheme will continue to participate in the medical scheme upon reaching retirement.

31. GOVERNMENT GRANTS – DEFERRED INCOME

Infrastructure and Efficiency Funding Grants

The Department of Higher Education and Training has granted the University funds in respect of infrastructure and efficiency to assist with improving institutional infrastructure and academic efficiency with a view to improved student outcomes.

Balance of funds at 1 January	986 118	815 042	986 118	815 042
Government grant received during the year	116 902	168 236	116 902	168 236
Reallocations to other grants	(6 965)	(9 822)	(6 965)	(9 822)
Interest earned	22 325	15 868	22 325	15 868
Amounts taken to Statement of Comprehensive Income	(2 856)	(3 206)	(2 856)	(3 206)
Balance of funds at 31 December	1 115 524	986 118	1 115 524	986 118

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
31. GOVERNMENT GRANTS – DEFERRED INCOME (continued)				
Clinical Training Grant				
The Department of Higher Education and Training has granted the University funds in respect of clinical training in medicine, dentistry and the allied health professions.				
Balance at 1 January	171 582	119 998	171 582	119 998
Government grant received during the year	64 161	126 643	64 161	126 643
Interest earned	3 966	6 355	3 966	6 355
Reallocation to other government grants	(15 715)	-	(15 715)	-
Amounts taken to Statement of Comprehensive Income	(72 101)	(81 414)	(72 101)	(81 414)
Balance of funds at 31 December	151 893	171 582	151 893	171 582

University Capacity and Development

The Department of Higher Education and Training has granted the University funds in respect of 20 Projects for 2014/2015 towards improving the student's development and experience at the University.

Balance at 1 January	7 232	10 058	7 232	10 058
Government grant received during the year	20 972	16 692	20 972	16 692
Interest earned	678	468	678	468
Amounts taken to Statement of Comprehensive Income	(25 372)	(19 986)	(25 372)	(19 986)
Balance of funds at 31 December	3 510	7 232	3 510	7 232

Foundation Grant

The Department of Higher Education and Training has granted the University funds to enhance the success rates of students who meet the minimum admission requirements of an institution and to ensure higher throughput and ultimately higher graduation rates at universities.

Balance at 1 January	151	235	151	235
Government grant received during the year	465	462	465	462
Interest earned	94	8	94	8
Amounts taken to Statement of Comprehensive Income	(677)	(554)	(677)	(554)
Balance of funds at 31 December	33	151	33	151

Staffing South Africa's New Universities

The Department of Higher Education and Training has granted the University funds to appoint posts for the New Generation of Academics programme as part of the first phase of the Staffing South Africa's Universities Framework.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
31. GOVERNMENT GRANTS – DEFERRED INCOME (continued)				
Balance at 1 January	10 740	12 818	10 740	12 818
Government grant received during the year	-	1 707	-	1 707
Interest earned	580	722	580	722
Amounts taken to Statement of Comprehensive Income	(4 436)	(4 507)	(4 436)	(4 507)
Balance of funds at 31 December	<u>6 884</u>	<u>10 740</u>	<u>6 884</u>	<u>10 740</u>
Total Gross Government grants	<u>1 277 844</u>	<u>1 175 822</u>	<u>1 277 844</u>	<u>1 175 822</u>
Current Portion				
Infrastructure and efficiency funding grant	2 856	19 986	2 856	19 986
Clinical Teaching Grant	72 101	81 414	72 101	81 414
Teaching Development Grant	25 372	3 206	25 372	3 206
Foundation Grant	677	554	677	554
Staffing of South Africa's New Universities	4 436	4 507	4 436	4 507
Current portion	<u>(105 442)</u>	<u>(109 667)</u>	<u>(105 442)</u>	<u>(109 667)</u>
Total Government grants-non current	<u>1 172 402</u>	<u>1 066 156</u>	<u>1 172 402</u>	<u>1 066 156</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
32. DEFERRED INCOME & OTHER LIABILITIES				
Pooled Equity (PE) liability				
-Current portion	16 512	-	16 512	-
Wits Commercial Enterprises				
-Other deferred income on restricted projects-current	44 969	38 854	-	-
-Other deferred income on restricted projects-non current	6 798	4 880	-	-
Wits Junction Parkade				
Income received in advance from Netcare for the rental of the Parkade. The lease commenced on 01 April 2013 and the lease term is for a period of 15 years.				
	8 214	9 191	8 214	9 191
Helpmekaar Kollege NPC				
Income received in advance from Helpmekaar Kollege NPC for the use of the Astro Turf hockey pitch. The lease commenced on 29 January 2014 and the lease term is for a period of 20 years.				
	3 088	3 308	3 088	3 308
Total Deferred income				
Non-current portion	18 100	17 379	11 302	12 499
Current portion	61 481	38 854	16 512	-
Total	<u>79 581</u>	<u>56 233</u>	<u>27 814</u>	<u>12 499</u>
New Universities				
The New University Project was for the development for new institutions of higher learning in the Mpumalanga and Northern Cape provinces. The project has been closed off in 2017 and the University is holding funds for future projects to be agreed with the DHET.				
Balance at 1 January	123 481	128 638	123 481	128 638
Interest earned	1 500	9 878	1 500	9 878
Government grants-reallocated	6 965	-	6 965	-
Project expenditure	-	(15 035)	-	(15 035)
New Universities –other liability-current	<u>131 945</u>	<u>123 481</u>	<u>131 945</u>	<u>123 481</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

GROUP

UNIVERSITY

2019
R'000

2018
R'000

2019
R'000

2018
R'000

32. DEFERRED INCOME & OTHER LIABILITIES (continued)

Deferred income on revenue contracts

The group has adopted IFRS 15, and receipts arising from contracts, grants, donations, and income on specifically purposed endowments are initially brought into the statement of financial as a liability or deferred income and later released to restricted revenue on the fulfilment of the applicable performance obligations. On average most of these projects have a tenure of 3-5 years.

Balance at 1 January	622 889	-	622 889	-
First time adoption of IFRS 15	-	571 808	-	571 808
Increase in deferred income for current year	94 309	137 216	94 309	137 216
Current portion of liability	(542 253)	(86 135)	(542 253)	(86 135)
Non-current portion-deferred income on contracts	174 945	622 889	174 945	622 889
Current portion of deferred income (as above)	61 481	38 854	16 512	-
Current portion of New Universities	131 945	123 481	131 945	123 481
Current portion of IFRS 15 deferred revenue	542 253	86 135	542 253	86 135
Current portion of government grants (Note 31)	105 442	109 667	105 442	109 667
Total deferred income and other liabilities-current	841 121	358 137	796 153	319 283
Non-current portion of deferred income (as above)	18 100	17 379	11 302	12 499
Non-current portion of IFRS 15 deferred revenue (above)	174 945	622 889	174 945	622 889
Total deferred income and other liabilities-non-current	193 045	640 268	186 247	635 388
33. TRADE AND OTHER PAYABLES				
Financial liabilities	704 020	565 482	395 738	272 580
Trade payables	427 260	341 339	251 353	177 958
Accrued expenses	276 760	224 143	144 385	94 622
Non-financial liabilities	2 205 644	2 175 232	1 329 221	1 157 243
Income received in advance	1 299 192	1 349 458	453 923	361 472
Other payables	688 989	625 186	662 465	598 024
Income tax payable	738	-	-	-
Leave pay accrual	211 192	192 920	209 452	190 835
Value-added tax	2 689	4 699	479	3 943
Deposits	2 901	2 969	2 902	2 969
	2 909 664	2 740 714	1 724 960	1 429 823

The fair value approximates the carrying amounts.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
34. STATEMENT OF CASH FLOW NOTES				
CASH GENERATED FROM OPERATIONS				
Reconciliation of income to cash generated from operations:				
Surplus for year before tax	519 483	304 035	466 540	287 403
Depreciation and amortisation (notes 14,15 &16)	376 992	299 968	309 386	248 958
Deferred Income on government grant (note 31)	(105 442)	(109 667)	(105 442)	(109 667)
Increase in government grants	102 022	217 860	102 022	217 860
Increase/(Decrease) in deferred income	6 979	205 714	6 977	(1 195)
Increase in accrued lease income (note 22)	-	-	(25 115)	(29 124)
Provision for postretirement healthcare benefit obligations (note 30)	(35 630)	28 247	(35 630)	28 247
Loss on disposal of property, plant and equipment	28 886	138	(236)	(1 972)
(Profit)/loss on sale of financial assets	(26 833)	(2 460)	(26 833)	1 344
Net changes in fair value on financial assets FVPL(note 8)	(39 830)	76 160	(36 575)	41 070
Interest income on investments (note 10)	(372 626)	(312 960)	(279 645)	(238 415)
Dividend income from related parties (note 10)	-	-	(10 900)	(11 200)
Interest income from related parties (note 10)	-	-	(706)	(1 601)
Finance costs (note 12)	122 590	122 002	114 710	116 571
Other non-cash items	(4 868)	15 396	-	-
Foreign exchange gain on operating activities (note 10)	(16 980)	(4 876)	(1 902)	(4 876)
(Profit)/loss on equity accounted entity	-	(8 302)	6 082	(8 302)
Cash from operations before allowing for changes in working capital	554 743	831 255	482 734	535 101
Changes in working capital:				
- Trade and other receivables	15 143	(214 972)	(80 771)	(27 634)
- Inventories	1 791	(3 925)	1 946	(4 281)
- Other liabilities	(139 899)	(609)	8 465	(5 157)
- Trade and other payables	342 291	359 370	295 136	300 284
Net changes in working capital	219 325	139 863	224 775	263 212
Cash utilised by operations	774 068	971 118	707 510	798 313

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

34. STATEMENT OF CASH FLOW NOTES (continued)

RECONCILIATION OF CASH FLOW MOVEMENTS RELATING TO FINANCING ACTIVITIES

The cash flow movements relating to financing activities are shown below:

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
Opening balance (note 29)	542 286	611 111	519 523	609 457
Repayment of borrowings	(79 022)	(168 868)	(79 022)	(168 868)
Proceeds from borrowings	86 202	100 043	85 385	78 934
Cash borrowings	549 466	542 286	525 885	519 523
Lease liability (note 29)	275 070	282 475	246 987	266 469
Total borrowings (note 29)	824 537	824 761	772 872	785 992

Cash flow statement-principal element of lease payments

Add back finance costs on IFR16 leases	34 270	32 590	31 305	31 751
Add back leased assets depreciation	-	45 418	-	42 910
Lease cash payments	(77 449)	(56 939)	(67 114)	(53 929)
	(43 179)	21 069	(35 809)	20 732

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

35. SENIOR MANAGEMENT COMPENSATION AND DIRECTORS EMOLUMENTS

The following disclosures relate to compensation for all executive staff members of the University and directors emoluments of the Group related entities. Remuneration is based on the cost of employment to the Group comprising flexible remuneration packages. These amounts are included under employee costs (note 11).

	2019			
	Basic Salary	Employment and other Benefits	Variable Payments	Total Cost to HEI
	R'000	R'000	R'000	R'000
Directors Emoluments	13 957	653	1 184	15 793
Senior Management-University	22 086	5 858	4 804	32 748
	36 043	6 511	5 988	48 541

Council members do not receive remuneration.

We set out below the detail of Senior Management Compensation of the University as required by the Higher Education Act:

Name	Office Held	Basic Salary R'000	Employment Benefits ** R'000	Variable Payments R'000	Housing Benefits R'000	Total Cost to HEI R'000	
Habib, A	Vice-Chancellor and Principal	2 799	727	336	715	4 577	
Crouch, A	Deputy Vice-Chancellor (Academic)	2 145	711	539		3 395	
Crosley C	Registrar	1 474	446	373		2 293	
Chetty, N	Executive Dean: Science	124	36	-		160	Dec 2019
Veale, R	Executive Dean : Science (Acting)	290	-	236		526	
September, J	Dean of Students	1 565	299	336		2 200	
Jandrell ,I	Executive Dean: Engineering and the Built Environment	1 517	523	394		2 434	
Desai, P	Chief Financial Officer	2 467	57	485		3 009	
Stevens, G	Executive Dean: Humanities, Social Sciences & Education (Acting)	197	3	257		457	April-Nov2019
Sibanyoni, F	Chief Operating Officer	2 086	425	105		2 616	
Osman, R	DVC: Advancement, Human Resources & Transformation	1 754	712	440		2 906	
Valodia, I	Executive Dean: Commerce, Law and Management	1 723	326	394		2 443	
Veller, M	Executive Dean: Health Sciences	1 747	428	399		2 574	
Vilakazi, Z	Deputy Vice Chancellor (Research and Post Graduate Affairs)	2 198	450	510		3 158	
TOTALS		22 086	5 143	4 804	715	32 748	

** Employment benefits include medical aid, provident fund, UIF, SDL and other allowances.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

35. SENIOR MANAGEMENT COMPENSATION AND DIRECTORS EMOLUMENTS (continued)

The following disclosures relate to compensation for all executive staff members of the University and directors emoluments of the Group related entities. Remuneration is based on the cost of employment to the Group comprising flexible remuneration packages. These amounts are included under employee costs (note 11).

	2018			
	Basic Salary R'000	Employment Benefits R'000	Other Allowances/ Payments R'000	Total Cost to HEI R'000
Directors Emoluments	13 640	296	586	14 523
Senior Management-University	23 687	6 598	4 859	35 143
	37 327	6 894	5 445	49 666

Council members do not receive remuneration.

We set out below the detail of Senior Management Compensation of the University as required by the Higher Education Act:

Name	Office Held	Basic Salary R'000	Employment Benefits ** R'000	Variable Payments R'000	Housing Benefits R'000	Total Cost to HEI R'000	
Habib, A	Vice-Chancellor and Principal	2 644	873	317	650	4 484	
Crouch, A	Deputy Vice-Chancellor (Academic)	1 873	626	481		2 980	
Crosley C	Registrar	1 404	408	351		2 163	
Momoniati, E	Executive Dean: Science	1 498	481	53		2 032	July-Dec 2018
Bula, L	Dean of Students	554	115	74		743	
Jandrell, I	Executive Dean: Engineering and the Built Environment	1 003	188	182		1 373	
Desai, P	Chief Financial Officer	1 435	489	345		2 269	
Kupe, T	Deputy Vice-Chancellor (Advancement, Human Resources and Transformation)	2 327	55	458		2 840	
Sibanyoni, F	Chief Operating Officer	2 302	560	680		3 542	
Marques, H	Executive Dean: Science	1 972	405	343		2 720	Jan-June 2018
Osman, R	Executive Dean: Humanities, Social Sciences & Education	1 321	610	372		2 303	
Valodia, I	Executive Dean: Commerce, Law and Management	1 626	308	345		2 279	
Veller, M	Executive Dean: Health Sciences	1 654	405	376		2 435	
Vilakazi, Z	Deputy Vice Chancellor (Research and Post Graduate Affairs)	2 074	426	481		2 981	
TOTALS		23 687	5 949	4 858	650	35 144	

** Employment benefits include medical aid, provident fund, UIF, SDL and other allowances.

*The amount has been restated to include fringe benefits amounting to R530 000.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

36. FINANCIAL INSTRUMENTS BY CATEGORY

GROUP	Loans and receivables	FVPL	Total
	R'000	R'000	R'000
31 December 2019			
Assets as per Statement of Financial Position			
Other non-current receivables (refer to note 24)	5 367	-	5 367
Investments (refer to note 18)	-	4 028 976	4 028 976
Current receivables (refer to note 26)	903 059	-	903 059
Cash and cash equivalents (refer to note 28)	1 386 206	-	1 386 206
Total	2 294 632	4 028 976	6 323 608

UNIVERSITY	Loans and receivables	FVPL	Total
	R'000	R'000	R'000
31 December 2019			
Assets as per Statement of Financial Position			
Other non-current receivables (refer to note 24)	367	-	367
Accrued lease income (refer to note 22)	297 646	-	297 646
Investments-total short and long term (refer to note 18)	-	3 635 432	3 635 432
Current receivables (refer to note 26)	542 263	-	542 263
Cash and cash equivalents (refer to note 28)	102 944	-	102 944
Total	943 220	3 635 432	4 578 652

	GROUP		UNIVERSITY	
	Financial liabilities at amortised cost	Total	Financial liabilities at amortised cost	Total
	R'000	R'000	R'000	R'000
31 December 2019				
Liabilities as per Statement of Financial Position				
Borrowings (refer to note 29)	824 537	824 537	772 872	772 872
Other liabilities-New University (refer to note 32)	131 945	131 945	131 945	131 945
Trade payables and accrued expenses (refer to note 33)	704 020	704 020	395 738	395 738
Total	1 660 502	1 660 502	1 300 555	1 300 555

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

36. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

GROUP	Loans and receivables	Available-for-sale	Total
	R'000	R'000	
31 December 2018			
Assets as per Statement of Financial Position			
Other non-current receivables (refer to note 24)	5 367	-	5 367
Investment in financial assets (refer to note 18)	-	3 380 108	3 380 108
Current receivables (refer to note 26)	924 298	-	924 298
Cash and cash equivalents (refer to note 28)	1 241 477	-	1 241 477
Total	2 171 142	3 380 108	5 551 250

UNIVERSITY	Loans and receivables	Available-for-sale	Total
	R'000	R'000	
31 December 2018			
Assets as per Statement of Financial Position			
Other non-current receivables (refer to note 24)	367	-	367
Investment in financial assets (refer to note 18)	272 531	-	272 531
Available-for-sale financial assets (refer to note 18)	-	2 593 135	2 593 135
Current receivables (refer to note 26)	441 818	-	441 818
Cash and cash equivalents (refer to note 28)	59 498	-	59 498
Total	774 214	2 593 135	3 367 349

GROUP	Financial liabilities at amortised cost		UNIVERSITY	Financial liabilities at amortised cost	
	R'000	Total R'000		R'000	Total R'000
31 December 2018					
Liabilities as per Statement of Financial Position					
Interest-bearing borrowings (refer to note 29)	824 762	824 762	785 992	785 992	
Other liabilities-New University (refer to note 32)	123 481	123 481	123 481	123 481	
Trade payables and accrued expenses (refer to note 33)	565 482	565 482	272 580	272 580	
Total	1 513 725	1 513 725	1 182 053	1 182 053	

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

37. RISK MANAGEMENT

The Group is exposed to a variety of financial risks: market risk (including foreign currency risk, cash flow and interest rate risk, price risk), credit risk, liquidity risk and capital risk.

The Risk Management and the Council Risk Committee, identifies, evaluates and co-ordinates the management of strategic risks faced by the Group. Risk management processes are reviewed regularly for continuing relevance and effectiveness. The Council Risk Committee reports to Council. A report on the risk management process that is being followed, is presented to the Audit Committee and to the Council of the Group on a regular basis.

The Group varies its investment philosophy depending on the term of the financial instruments and the risk profile. To this end portfolios have been established, with investments in bonds, equities and money market portfolios.

The portfolios have specific investment and return on investment mandates, which are monitored and adjusted where necessary.

Financial Risk Factors

Market Risk

Foreign Currency Risk

The Group has foreign exchange exposure to the extent of foreign sales transactions which are settled on normal trade terms and to the extent of foreign investments. The Group manages foreign exchange risk through the Investment and Finance Committee of the Board of Governors of the Foundation who mandate the fund managers. The fund managers report to the Committee on a quarterly basis.

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
Foreign Money Market (US Dollar)	516	838	-	-
Foreign Unit Trusts (US Dollar)	50 439	41 794	-	-
Foreign bonds	14 487	5 905	14 487	467
Foreign Equity (US Dollar)	182 921	149 240	134 218	12 909
	<u>248 363</u>	<u>197 777</u>	<u>148 705</u>	<u>13 376</u>
(Loss)/profit on exchange rate (refer to note 10)	<u>16 980</u>	<u>3 577</u>	<u>1 902</u>	<u>4 876</u>

At 31 December 2019, if the USD had strengthened/weakened by 10% against the Rand with all other variables held constant, the Surplus for the year would have been R24,8 million (2018: R19,8 million) for the Group and R14,9 million (2018: R1,3 million) for The University higher/lower, mainly as a result of a Rand increase/decrease in the carrying value of the USD denominated Investments. The 10% variation in the exchange rate is based on the average forward rate for 12 months in respect of underlying currencies.

Price Risk

The Group is exposed to equity securities price risk because of investments held by the Group and classified on the consolidated Statement of Financial Position as available-for-sale investments. The Group is not exposed to commodity price risk. To manage its price risk arising from investments on equity securities, the Group diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

37. RISK MANAGEMENT (continued)

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
Unlisted equities	6 033	5 729	6 002	5 729
Listed equities	591 788	516 073	395 201	72 685
	597 821	521 802	401 203	78 414

At 31 December 2019, if the FTSE/JSE CAPI, the Dow Jones index (NASDAQ) increased/decreased by 10% with all other variables held constant and all the Group's equity instruments moved according to the historical correlation with the index, equity would have been R59,8 million for the Group and R40,1 million for the University. (2018: Group R52,2 million, University R8,0 million) higher/lower. Due to the unpredictability of equity market returns, a general indicative percentage of 10% is used to highlight the changes in market value on equity instruments.

Cash Flow and Interest Rate Risk

The interest rate for the Long Term loan is fixed and is funded with income generated from the capital project that was funded by this liability. The Group's income and operating cash flows are substantially independent of changes in market interest rates due to the diverse investment split between Equities and Cash based Investments and therefore no formal interest rate risk management policy exists.

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
Bonds	647 788	649 180	556 001	411 956
Cash and cash equivalents	1 386 206	1 241 477	102 944	59 498
Investments-property	5 519	5 417	-	-
Investments – Money market-short and long term	2 275 503	1 767 785	2 230 438	1 719 175
	4 315 017	3 663 859	2 889 383	2 190 629

At 31 December 2019, if the interest rate during the year had been 25 basis points (2018: 25 basis points) higher/lower, as an indication, the interest earned would have been R7,8 million for the Group and R7,2 million for the University (2018 Group: R6,0 million, University: R5,3 million) lower/higher. The increase/decrease of 25 basis points in the interest rate was based on the change in the repurchase rate during the financial year by the South African Reserve Bank.

Credit Risk

There is no concentration of credit risk for of short-term cash, cash equivalent investments, trade receivables, other receivables and investments.

The Group places cash and cash equivalents with reputable financial institutions and a multi-manager approach to the management of investments is followed in order to limit investment risk. Funds are invested in eight divergent portfolios, with specialist mandates developed to contain risk within set parameters.

In order to hedge investment funds against fluctuations, investment managers strive to invest some of the available funds abroad. Adjustments to the fair value of investments are recognised in a fair value fund until such time as the investment is sold, in which case the profit and loss on sale will be recognised in the Statement of Comprehensive income.

Receivables comprise of outstanding student fees, student loans and a number of customers dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. This risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees, and the institution of debt collection action in cases of long outstanding amount.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

37. RISK MANAGEMENT (continued)

In addition students with outstanding balances from previous years of study are only permitted to renew their registration after settling 50% of the outstanding amount. Students may not graduate with outstanding debt. The University no longer grants loans to students.

Financial assets exposed to credit risk at year end were as follows:

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
Trade and other receivables	903 059	924 298	542 263	441 818
Cash and cash equivalents	1 386 206	1 241 477	102 944	59 498
Other non-current receivables	5 000	5 000	-	-
Investments-total short and long term	4 028 976	3 380 108	3 635 432	2 593 135
	6 323 241	5 550 883	4 280 640	3 094 451

Liquidity Risk

Liquidity risk to the University and its controlled entities is that they will not be able to meet their financial obligations as they fall due.

The University and its controlled entities have minimised liquidity risk as shown by their substantial cash and cash equivalents. The University manages its cash flow forecast on a monthly basis reporting to the Senior Executive Team and Finance Committee on a regular basis.

The table below summarises the Group and University's exposure to liquidity risk. Included in the table are the financial assets and liabilities at carrying amounts, categorised by the earlier of contractual re-pricing or maturity dates.

Liquidity Risk (excluding lease liabilities)

2019	Up to 1 month	1-3 months	4-12 months	1-5 years	Over 5 years	Total
GROUP	R'000	R'000	R'000	R'000	R'000	R'000
Liquidity Analysis						
Liabilities						
Non-current liabilities	-	-	-	35 194	497 444	532 639
Interest-bearing borrowings	-	-	-	35 194	497 444	532 639
Current liabilities	706 392	4 278	146 622	-	-	857 293
Current portion of long term borrowings	-	4 278	14 677	-	-	18 955
Accounts payable and accrued liabilities	706 392	-	131 945	-	-	838 338
Total Liabilities	706 392	4 278	146 622	35 194	497 444	1 389 932

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

37. RISK MANAGEMENT (continued)

Liquidity Risk (lease liabilities)

2019 GROUP Liquidity Analysis	Up to 1 month	1-3 months	4-12 months	1-5 years	Over 5 years	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Liabilities						
Non-current lease liabilities	-	-	-	196 982	-	196 982
Lease liabilities	-	-	-	196 982	-	196 982
Current lease liabilities	6 777	20 332	50 979	-	-	78 088
Current portion of lease liabilities	6 777	20 332	50 979	-	-	78 088
Total Lease Liabilities	6 777	20 332	50 979	196 982	-	275 070

LIQUIDITY ANALYSIS (EXCLUDING LEASE LIABILITIES)

2019 UNIVERSITY	Up to 1 month	1-3 months	4-12 months	1-5 years	Over 5 years	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Liabilities						
Non-current liabilities	-	-	-	11 612	497 445	509 057
Interest-bearing borrowings	-	-	-	11 612	497 445	509 057
Current liabilities	395 738	4 278	161 007	-	-	561 023
Current portion of long term borrowings	-	4 278	12 549	-	-	16 827
Accounts payable and accrued liabilities	395 738	-	-	-	-	395 738
Other liabilities	-	-	148 458	-	-	148 458
Total liabilities	395 738	4 278	161 007	11 612	497 445	1 070 080

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

37. RISK MANAGEMENT (continued)

LIQUIDITY ANALYSIS (LEASE LIABILITIES)

2019	Up to 1 month	1-3 months	4-12 months	1-5 years	Over 5 years	Total
UNIVERSITY	R'000	R'000	R'000	R'000	R'000	R'000
Liquidity Analysis						
Liabilities						
Non-current liabilities	-	-	-	178 803	-	178 803
Lease liabilities	-	-	-	178 803	-	178 803
Current liabilities	5 952	17 856	44 376	-	-	68 184
Lease liabilities	5 952	17 856	44 376	-	-	68 184
Total Lease liabilities	5 952	17 856	44 376	178 803	-	246 987

2018	Up to 1 month	1-3 months	4-12 months	1-5 years	Over 5 years	Total
GROUP	R'000	R'000	R'000	R'000	R'000	R'000
Liquidity Analysis						
Non-current liabilities	-	-	-	20 643	486 461	507 104
Interest-bearing borrowings	-	-	-	20 643	486 461	507 104
Current liabilities	566 012	1 591	125 438	-	-	693 041
Current portion of long term borrowings	530	1 591	1 957	-	-	4 078
Accounts payable and accrued liabilities	565 482	-	123 481	-	-	688 963
Total liabilities	566 012	1 591	125 438	20 643	486 461	1 200 145

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

37. RISK MANAGEMENT (continued)

2018 UNIVERSITY Liquidity Analysis	Up to 1 month	1-3 months	4-12 months	1-5 years	Over 5 years	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Liabilities						
Non-current liabilities	-	-	-	240 808	-	240 808
Lease liabilities	-	-	-	240 808	-	240 808
Current lease liabilities	4 800	17 793	52 135	-	-	74 728
Current portion of lease liabilities	4 800	17 793	52 135	-	-	74 728
Total liabilities	4 800	17 793	52 135	240 808		315 536

LIQUIDITY ANALYSIS (EXCLUDING LEASE LIABILITIES)

2018 UNIVERSITY Liquidity Analysis	Up to 1 month	1-3 months	4-12 months	1-5 years	Over 5 years	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Liabilities						
Non-current liabilities	-	-	-	-	486 461	486 461
Interest-bearing borrowings	-	-	-	-	486 461	486 461
Current liabilities	272 580	-	123 481	-	-	396 061
Accounts payable and accrued liabilities	272 580	-	-	-	-	272 580
Other liabilities	-	-	123 481	-	-	123 481
Total liabilities	272 580	-	123 481	-	486 461	882 522

LIQUIDITY ANALYSIS (LEASE LIABILITIES)

2018 UNIVERSITY Liquidity Analysis	Up to 1 month	1-3 months	4-12 months	1-5 years	Over 5 years	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Liabilities						
Non-current liabilities	-	-	-	228 883	-	228 883
Lease liabilities	-	-	-	228 883	-	228 883
Current liabilities	4 800	17 793	48 056	-	-	70 649
Lease liabilities	4 800	17 793	48 056	-	-	70 649
Total liabilities	4 800	17 793	48 056	228 883		299 532

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

37. RISK MANAGEMENT (continued)

Capital risk management

The Group's objectives when managing capital, which includes debt and accumulated funds are to safeguard its ability to continue as a going concern, maintaining an optimal structure to reduce the cost of capital.

In order to maintain the capital structure the Group has ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well-planned budget and cash flow process each year, in which the strategic objectives of the entities are addressed.

38. CONTINGENT LIABILITIES

The following legal issues were outstanding at year end:

- A land claim has been instituted against the University for some of the properties located within the WITS Rural Facility. The matter has been referred to the Land Claims Court for determination. The claimants have filed a Notice of Bar compelling the Defendants to plead, the Defendants (WITS and third parties) are exploring the best way forward under these circumstances. Whilst the legal costs will be split between the Defendants, the legal costs cannot be reasonably estimated at this time. Our attorneys attended a pre-trial meeting at the Land Claims Court on 28 February 2020 and made submissions relating to the separation of the trials which, in their view, would expedite the land claim.
- There is a matter of a plaintiff who was arrested on our precincts after he was found driving a vehicle which had been used in several robberies on our precincts in 2016. He was later acquitted while his co-accused was convicted of 4 counts of robbery. He has instituted action for, inter alia, unlawful arrest and detention, malicious prosecution, defamation and loss of income. The exposure cannot be reasonably estimated.
- The University is in engagement with the City of Johannesburg (COJ) for billings relating to water and sewer services allegedly utilised by the University in prior years up to 31 December 2019. The matter is under dispute and the amounts cannot be reasonably estimated until verifications are completed.
- The University has various other legal cases pending that may incur legal costs, the value of which cannot be reasonably estimated. These cases are not expected to result in significant exposure.

39. CAPITAL COMMITMENTS

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
Capital commitments contracted for	369 612	118 702	369 612	118 702
Capital commitments not contracted for	-	48 170	-	48 170
Total	369 612	166 872	369 612	166 872
Amount relating to the New Universities project included in the capital commitments contracted for	9 159	-	9 159	-

Capital commitments are to be funded from internal resources, donations and Government grants.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

40. TAXATION

The University has received exemption from normal Income Tax in terms of Section 10(1) (cAii) of the Income Tax Act, however a controlled entity of Wits Health Consortium (Pty) Ltd, Speer Management Services (Pty) Ltd and Wits Commercial Enterprise (Pty) Ltd are subject to Income Tax.

	GROUP		UNIVERSITY	
	2019 R'000	2018 R'000	2019 R'000	2018 R'000
Current tax	923	865	-	-
-Current period	615	865	-	-
-Prior period	308	-	-	-
Deferred tax	(7)	(197)	-	-
-Current period	(7)	(197)	-	-
	<u>916</u>	<u>668</u>	<u>-</u>	<u>-</u>

Reconciliation of the tax expense:

Reconciliation between the accounting profit and the tax expense:

Accounting profit	37 876	107 064	-	-
Tax at the applicable tax rate of 28%	10 605	29 978	-	-
Deferred tax	11	-	-	-
Tax effect of adjustments on taxable income:				
Non-deductible amounts	791	14	-	-
Exempt income	(10 492)	(29 324)	-	-
	<u>916</u>	<u>668</u>	<u>-</u>	<u>-</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

41. RELATED PARTIES

The controlled entities and joint venture and associated entities are related parties of the University of the Witwatersrand, Johannesburg:

Related party balances

Loan accounts – Owing (to)/by related parties

Please refer to notes 19 and 21 for related party loan accounts.

	GROUP		UNIVERSITY	
	2019	2018	2019	2018
	R'000	R'000	R'000	R'000
Amounts included in trade receivables regarding related parties				
Wits Commercial Enterprises (Pty) Ltd			15 677	1 490
			<u>15 677</u>	<u>1 490</u>
Amounts included in trade payables regarding related parties				
Wits Commercial Enterprises (Pty) Ltd			-	3 486
			<u>-</u>	<u>3 486</u>
Related party transactions				
Dividends received from related parties				
Wits Health Consortium (Pty) Ltd			10 900	11 200
			<u>10 900</u>	<u>11 200</u>
Interest received from related parties				
University of the Witwatersrand Foundation			19 956	18 566
			<u>19 956</u>	<u>18 566</u>
Rent received from related parties				
Wits Junction Residences (Pty) Ltd			74 652	74 652
			<u>74 652</u>	<u>74 652</u>
Other income from related parties				
University of the Witwatersrand Foundation-donation for ICT Network Project			42 150	42 328
Wits Commercial Enterprises (Pty) Ltd*			27 523	18 132
			<u>69 673</u>	<u>60 460</u>
Non-recurrent income/(expenses) from/(to) related parties				
Wits University Donald Gordon Medical Centre (Pty) Ltd	(513)	5 283	(513)	5 283
	<u>(513)</u>	<u>5 283</u>	<u>(513)</u>	<u>5 283</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

41. RELATED PARTIES (continued)

* Wits Commercial Enterprises (Pty) Ltd, a 100% owned subsidiary of the University, provides a range of services, as an agent to the University. The income and expenditure for these projects have been accordingly reflected in the principal's books of accounts for 2019 and 2018. These amounted to R169million (2018: R127m).

42. OPERATING LEASE COMMITMENTS

Lease expenditure contracted for at the reporting date but not recognised in the financial statements as follows:

Equipment

Within 1 year	132	1 385	-	-
Between 1 and 5 years	-	556	-	-
	<u>132</u>	<u>1 941</u>	<u>-</u>	<u>-</u>

Office premises

Within 1 year	3 091	8 933	-	-
Between 2 and 5 years	1 389	4 808	-	-
	<u>4 480</u>	<u>13 741</u>	<u>-</u>	<u>-</u>

Other

Within 1 year	2 917	2 954	-	-
Between 2 and 5 years	977	219	-	-
	<u>3 894</u>	<u>3 173</u>	<u>-</u>	<u>-</u>

43. CUSTODIANSHIP

Maropeng a' Afrika Leisure (Pty) Ltd is the entity that operates the facilities at The Cradle of Humankind Heritage Site. The University is the custodian of Sterkfontein Caves and owner of intellectual property associated with the site. During 2009 the shareholders in Maropeng a' Afrika Leisure (Pty) Ltd decided to withdraw from the entity. In order for the entity to keep operating, a decision was taken for the University to be the custodian of the shares. As the University does not exercise control over Maropeng a' Afrika Leisure (Pty) Ltd, the entity was not consolidated or included in the University/Group accounts.

Currently the University is the custodian of 88% of the shares in Maropeng a' Afrika Leisure (Pty) Ltd, which is held on behalf of The Gauteng Provincial Government.

44. SUBSEQUENT EVENTS

Council reports the COVID 19 Pandemic that has occurred after the financial reporting date, which the potential impact has been assessed in detail, but concludes that it does not require an adjustment for the financial results at 31 December 2019.

The market volatility experienced subsequent to year-end has affected the market value of the University's equity investments. The estimated impact to the date of reporting is a reduction in market value of investments of R50.4m (as at 30 April 2020).

The University investment assets are long term investments with a long term investment mandate, with an expected recovery on market volatility.

On 12 June 2020, the Bidvest Group Limited, concluded a sale of shares agreement for the acquisition of 40% shareholding held by the University of Witwatersrand, Johannesburg in Bidvest Wits University Football Club Proprietary Limited. The full purchase consideration of R5million was settled on 18 June 2020.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Management is not aware of any other matter or circumstances arising since the end of the financial year which would materially impact these Annual Financial Statements.

45. GOING CONCERN

The annual financial statements as at 31 December 2019 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 testing. We have used these tests, and additional specific assessments in light of the COVID-19 Pandemic, to support the assertion that Wits University is a going concern as at 31 December 2019.

This going concern basis presumes that funds will be available to fund/finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business. There is an adequate investment base and cash flows available to cover short term obligations until 31 December 2020 (12 months from year-end).

The total assets fairly valued exceeds the total liabilities fairly valued of the organisation. The University therefore continues to adopt the going concern basis in preparing its annual consolidated and separate financial statements.



———— ANNEXURE A ————
Annual Performance Plan



UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG



Annual Performance Plan 2020

APPROVED BY COUNCIL

Date: 28 November 2019

A handwritten signature in black ink, appearing to read 'Isaac Shongwe', written over a horizontal blue line.

Mr Isaac Shongwe
Chairperson of Council

A handwritten signature in black ink, appearing to read 'Adam Habib', written over a horizontal blue line.

Professor Adam Habib
Vice-Chancellor and Principal

CONTENTS

Forward	4
1. Strategic Overview	5
1.1. Wits Vision, Mission and Values	5
1.2. Strategic Priorities	5
2. Updated Situational Analysis	7
2.1. The Vice-Chancellor's Perspective	7
2.2. The Teaching and Learning Plan (2020 – 2024)	8
2.3. The Enrolment Plan (2020-2025)	11
2.4. The Research and Postgraduate Affairs Plan (2018-2022)	13
2.5. Council's Priority Objectives for 2020	14
3. Legislative Mandates	16
4. Key Performance Indicators	17
4.1. Enrolment Targets	17
4.2. Earmarked Grants	20
4.3. Institutional Scorecard	22
5. Overview of budgets, cash flow, and MTEF estimates	35
5.1. Budget process and overview	35
5.2. Assumptions used in preparing the budget	35
5.3. Consolidated Budget: 2019 - 2022	37
5.4. Cashflow projections of revenue and expenditure: 2020 - 2022	38
5.5. Budget Capital Plan	39
6. Risk Register	47
7. Conclusion	50

FORWARD

The Annual Performance Plan for 2020 has been prepared according to the requirements as set out in The Regulations for Reporting by public higher education institutions (Government Gazette, 9 June 2014 no. 37726). The Plan is guided by the University's Strategic framework – Wits Vision 2022 as well as The Wits Enrolment Plan 2020 - 2025, The Teaching and Learning Plan and The Research and Postgraduate Affairs Plan 2018- 2022.



1. STRATEGIC OVERVIEW

1.1. Wits Vision, Mission and Values

Vision

The University of the Witwatersrand aspires to be a leading world-class research-intensive university firmly embedded among international top league universities by 2022.

Mission

The mission of the University of the Witwatersrand is to grow its global stature as a leading research-intensive university and a gateway to research engagement and intellectual achievement in Africa. This it will achieve by building on the principles of intellectual excellence, international competitiveness and local relevance. As an institution built on principles of intellectual excellence, we are committed to providing high-quality, internationally competitive education, founded on high academic standards, cutting-edge research, public engagement, and productive partnerships with leading institutions throughout the world.

Our Values

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

- Independent enquiry and trust
- International engagement
- Intellectual excellence and integrity
- Academic freedom and institutional autonomy
- Collegiality
- Social engagement and responsiveness
- Diversity
- Accountability
- Debate and critical engagement

1.2. Strategic Priorities

a) *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.

b) *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, and Wits will sustain the leadership position it currently occupies in a number of these fields. Wits will continue to build on our established trackrecord of multidisciplinary research groups and thrusts.

c) *Innovation and Social Leadership*

The University will put in place systems and mechanisms to encourage a balanced advancement of both commercial and public good innovation. The 'institutes' strategy will be one avenue through which innovation is generated and rooted in social practices. To this end, the institutes, as an integral component of the University, will explore mechanisms to grow funding streams and support systems for researchers to concentrate on research, publishing and other forms of dissemination, infusing into and connecting with the economy and society.

d) *Networks and Partnerships*

Wits is positioned to participate in economic growth and social development agendas, both here and elsewhere on the continent. It is through extensive networks and partnerships (for example, through our Pan-African University Partnerships strategy) that the University seeks to pursue its international excellence in research and teaching, and in student and staff recruitment. The purpose is to grow a limited number of focused partnerships, including those with an international focus, and make these resilient and optimally productive.

- e) *Excellence in Governance*
Wits will position itself within this reality as a research-intensive university supported by visionary leadership, and sophisticated administrative and world-class business systems.
- f) *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. While remaining committed to the tutorial-based approach to learning, teaching and learning, processes will be reinforced through the application of technology-enhanced pedagogy to address some of the key challenges that we face as a predominantly contact institution.
- g) *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. It is commonly accepted that (with certain notable exceptions) governmental funding of university systems around the world has been dwindling over the past two decades. Further, the challenge of pursuing global competitiveness from an African context is rendered more demanding by the reality of inadequate financial resources. Wits will therefore need to put in place mechanisms and programmes designed to generate the means necessary to ensure its long-term financial sustainability as an institution, as well as the proper resourcing of its scholarly and business activities.



2. UPDATED SITUATIONAL ANALYSIS

2.1. The Vice-Chancellor's Perspective

The University continues on an upward trajectory in terms of our mandate as a research-intensive institution. We remain stable both academically and financially. The stability is as a result of concessions and resources made available by the State and the institution. Although there have been administrative problems with regards to releasing funds for students, the University has been proactive in dealing with the students on accommodation and fees and has advanced funds to students. The structural problems in the system, however, continue to exist and will constrain the University for years to come. The vast majority of our students still fall within the 'missing middle' and so do not qualify for NSFAS. In terms of student accommodation, we have managed to increase student accommodation with assistance from the state but financing for private accommodation supply does remain an issue.

We remain on target with regard to the enrolment of both our undergraduate and postgraduate numbers; we reduced our undergraduate numbers by a further 200 since last year and have exceeded our postgraduate target by almost 300. Teaching throughput is slowly going up and we will again be producing more graduates this year than at any other time in our history with total graduations reaching 9 519, up from 8 886. Research output is saturating but remains just below 2000 units. This is testament to the University delivering on its mandate as a research-intensive university.

Financial income remains stable for now. We have had an increased subsidy and better cash flow from the state which has enabled us to absorb a series of other pressures such as discretionary funding for students. We remain concerned that the financial foundation for us to compete effectively as a research-intensive university is being eroded. Our research-intensive universities achieve outcomes far higher than other universities and with fewer resources than the rest of world. Reducing resources at these universities will have an impact on the quality of our higher education system as a whole. This is a matter which requires much more deliberation over the coming years.

The University's Transformation Plan is currently under review but has shown some success in terms of diversifying the academy. Overall, we have increased Black academic staff from 39.97% in 2013 to 50.7% in 2019 and moved from 50.58% male and 49.42% female academic staff in 2013 to 49.42% male and 50.48% female in 2019. However, there is still work to be done to increase the number of black academics in the system. We will be prioritising certain transformation aspects over the coming years such as institutional culture and restructuring the curriculum so that it is both contextually relevant and globally competitive.

Our international partnerships have grown over the past year. The African Research Universities Alliance (ARUA), which the University is a member of, has gone from strength to strength. Our partnership with the United Kingdom Research and Innovation (UKRI) Global Challenges Fund is underway. We are developing strategic partnerships with institutions such as the Vanderbilt University Medical Centre to improve data collection within our public health system. Several partnerships with Chinese universities are also being developed.

Over the next few years, we will be focusing on building an endowment fund to ensure the financial stability of the University. We are preparing for the University's Centenary Campaign in 2022 which aims to raise significant funds for the University to take it into its next century.

Overall, we have had a successful year and hope to continue improving on our key targets. It is important for each part of the higher education system to work optimally so that the whole system succeeds. Wits, as part of this system, is committed to enhancing the entire Higher Education Sector and working towards meeting the developmental agenda as enshrined in the South African Constitution.

2.2. The Teaching and Learning Plan (2020 – 2024)

The vision for student learning and university teaching at Wits in the next five years includes the provision of:

- World-class, research-led teaching,
- Holistic support for student learning,
- Internationally competitive and locally relevant curricula that are responsive to contemporary issues and the profile of our students,
- Diverse assessment that is aligned to, and promotes achievement of, learning outcomes,
- Flexibility in the mode and timing of learning opportunities, and
- Physical spaces and resources that are conducive to learning and befitting of a world-class institution,

The Teaching and Learning Plan articulates seven focus areas wherein it will be possible to plan, implement and monitor specific activities that will bring the University closer to matching its aspirations, as well as ensuring that Wits aligns itself with global higher education trends and national needs.

The seven focus areas are:

Increasing flexible and life-long learning opportunities. In alignment with both international trends to make higher education accessible to students who cannot study full-time on campus, and the Wits enrolment plan to increase part-time and distance (online) enrolments, this focus area draws attention to different learning opportunities such as blended-learning. Objectives falling under this area include:

- Increase the number of part-time, on-campus offerings through Wits Plus
- Increase the number of programmes offered online.
- Establishment of a Centre for Educational Technologies (CET) to strengthen the ability of academic staff to develop online courses. The CET will house a number of academic development and technical professionals who will work alongside academics in the production of high-quality, well-designed online resources.
- Enhancing the capacity of academic staff to design and use blended learning effectively, with a concomitant increase in the use of the university's selected learning management system (LMS).
- Expand on opportunities to allow students with one qualification to obtain a second qualification in a different discipline in less than the normal required number of years. This presents another approach to flexible learning.

Enhancing academics as university teachers. This links to two of the priority areas from the previous Teaching and Learning Plan, namely, Professional Development Focusing on Teaching, and Curriculum Renewal and Improved Teaching. It also aligns closely with the DHET's national initiatives to support and strengthen academics in their role as university teachers, particularly through the implementation of the National Framework for Enhancing Academics as University Teachers and the University Capacity Development Grant. Implementation of this focus area will be guided by the Wits Framework for Continuous Professional Learning for Academics as University Teachers.

Participation in professional learning related to university teaching will be supported and encouraged through workload policies that explicitly provide time for this, as well as human resource processes and policies, such as promotions criteria, that recognise and reward activities associated with enhancing university teachers and teaching. Support will be offered to individual staff in their professional growth, including providing assistance with developing teaching portfolios and reflecting on student and peer feedback related to teaching. The recently approved university policy on course and lecturer evaluation will be implemented as a tool to promote continuous improvement. Additionally, Wits will facilitate growth through formal qualifications by developing and offering a PGDip (Higher Education) that will be offered in both contact and online modes. Academic staff with an interest in the Scholarship of Teaching and Learning (SOTL) will be encouraged to pursue masters and doctoral qualifications related to teaching and student learning in their disciplines, or to higher education more broadly.

Strengthening institutional capacity for curriculum development and renewal. Although knowledge of how to design sound curricula is an important component of the work of a university teacher and therefore forms part of professional learning, the processes of curriculum development, quality assurance, external approval and ongoing curriculum renewal extend beyond the work of a single academic. Activities to strengthen Wits' capacity for curriculum development and renewal, include the following:

- Staff from the Centre for Learning, Teaching and Development (CLTD) and the Quality and Academic Planning Office (QAPO) will collaborate with discipline-based education specialists.

- In addition, the QAPO will spearhead initiatives to streamline approval processes, while ensuring rigorous quality assurance of all new academic offerings, as well as initiating processes to ensure that curricula are continuously renewed.
- The design of interdisciplinary and transdisciplinary learning programmes will be supported and encouraged, involving not only Wits staff but also partners from other institutions and sectors who can contribute knowledge and expertise at the cutting edge of emerging areas of study.
- A systematic review of curriculum structures involving corequisites (rules regarding which subjects must be taken together) and prerequisites (rules regarding which courses have to take prior to other ones). In addition to the educational benefits that will result from looking critically at course combinations, sequencing and progression rules, this exercise is likely to improve student success if unnecessary barriers to progression are identified and removed.

Diversifying assessment methods. Assessment is a core component of any educational endeavour as it sits at the nexus of teaching, learning, quality and accountability. The use of varied forms of assessment, carefully devised, well-aligned to learning outcomes and teaching approaches, and appropriately implemented, will contribute to enhanced, continuous, sustained student learning and engagement, and enable both staff and students to focus on the learning process, rather than focusing primarily on a final, summative examination.

Objectives relevant to this focus area include the following:

- Wits will undertake extensive engagements with academic staff across the University, staff responsible for physical facilities, students and experts from outside the University to explore and implement a wide range of forms of assessment.
- Schools, course coordinators and academic staff will be supported to ensure alignment between assessment tasks and the stated learning outcomes of a course or programme, as captured in university documentation.
- One desired outcome of this focus area is to substantially reduce the number of formal examinations that students have to write and staff have to mark. The current heavy reliance on formal, summative, written examinations as the dominant form of assessment has deleterious consequences for staff and students alike.
- Encourage the sharing of initiatives undertaken to diversify and improve the alignment of assessment with learning outcomes and, more broadly, graduate attributes, through university seminars, workshops and forums, as well as scholarly contributions to conferences and publications.

Expanding postgraduate education. As one of a small number of research intensive universities in South Africa and Africa as a whole, Wits has a responsibility to increase the number of students who are afforded the opportunity to undertake studies at postgraduate level, as well as to provide the necessary support.

The following are planned in order to achieve this:

- The Centre for Learning, Teaching and Development (CLTD), in collaboration with the Research Office, will expand its current offerings for staff on research supervision to include professional learning opportunities on how to promote effective learning of postgraduate students taking structured courses as well as those who are conducting research.
- An expanded suite of learning opportunities for groups of postgraduate students will be offered by Faculties and the Research Office on a range of relevant topics, such as research ethics and proposal writing. Faculties and Student Affairs will also ensure that structures are in place to help postgraduate students access support to address physical, logistical and psycho-social needs.
- In order to provide post-graduate students with the opportunity to begin to develop teaching competence, the University will introduce a teaching assistant (TA) scheme. In this scheme, full-time masters and doctoral students will work for a limited number of hours per week in a teaching role for at least one year for a fixed monthly stipend.
- Administrative processes associated with post-graduate education will be reviewed and improved to ensure that student progress and academic support are monitored and, where necessary, appropriate interventions are put in place to increase the likelihood that students will successfully complete their programmes within a reasonable length of time.

Expanding innovative formal and informal learning spaces. An analysis will be conducted of which existing spaces are well-suited to become informal learning spaces, and, where appropriate, suitable fittings and furnishings will be installed to make the spaces comfortable, safe, functional and appealing to students. Currently Wits has a specially designed, innovative learning space called an e-zone, located on the Education Campus. This space has a variety of seating options and technology that enables students and academics to explore and use multiple teaching and learning opportunities. Additional e-zones will be created. A large, multi-purpose learning space will be opened on the ground floor of the Wartenweiler library on the main campus. Two “smart”, technology-enabled classrooms will also become available for teaching and learning. Ongoing exploration and analysis will be conducted to create additional physical spaces that promote innovative approaches to student learning and university teaching.

Using data analytics to promote student success. This area seeks to leverage the expertise Wits has at its disposal to use data analytics as a cornerstone of its institutional efforts to promote student success.

- Deans and Heads of Schools will appoint Faculty and School-based data “captains” who will be responsible for monitoring pass rates and numbers in all courses. In addition, expanded access to dashboards will be made available to other interested role players, such as lecturers, course coordinators and support staff.
- Course pass rates and throughput rates will be monitored over time at School, Faculty and University levels. Data analytics will be used to identify key impediments to progression and graduation at programme level, which can then be addressed at various levels in the University.
- The BIS unit, in consultation with Faculty student advisors, Assistant Deans Teaching and Learning, ICT and Student Affairs, plans to develop several new tools using data analytics to support student success. Using machine learning, artificial intelligence and advanced modelling techniques, data scientists and engineers will develop a persistence model to predict which students are most likely to persist from year to year and, conversely, which students are likely to need various forms of support. Support can then be made available proactively. Another tool that will be developed is an online Student Success System, which will enable support staff to monitor student academic performance together with which forms of support they access, and thereby help guide the appropriate allocation of resources to various forms of support.
- Qualitative and quantitative institutional research will be carried out to identify factors that may help or hinder student success, both for the student body as a whole and for identified groups of students. Results of this research will feed into the systems approach described in the Wits Institutional Student Success Framework, and guide the identification, provision and ongoing integration of various forms of student support.



2.3. The Enrolment Plan (2020-2025)

The year 2020 sees the introduction of the University's new five-year enrolment plan. The plan charts the size and shape of the student enrolment, student success and throughput rates, and staffing arrangements. The drivers underpinning the plan include governmental requirements and the National Development Plan, the Wits 2022 Strategic Framework and particularly the imperative of being a research-intensive University within a differentiated Higher Education system; and Financial Balancing and Sustainability.

The major targets in the plan include:

- A total enrolment headcount of 44 000 students by 2025.
- Of the 44 000 students in 2025, 8 000 will be part-time and distance (online). The University plans to grow part-time undergraduate students from a base of 1 200 in 2018 to 3610 in 2025 and distance from a zero base in 2018 to 4840 in 2025. An effort will be made to grow online registrations aggressively to generate additional funding.
- Achieve a 45% proportion of contact postgraduate enrolments by 2022.
- Achieve a 51% proportion of enrolments in Science Engineering and Technology (SET) over the planning period.

The total UG and PG contact headcount is expected to be 37 900 in 2020. This contact headcount total will steadily decline to 36 000 in 2025. The headcount of undergraduate contact enrolments (excluding the UG part-time) will reduce from 22 772 in 2020 to approximately 19 800 in 2025, whilst the headcount of contact postgraduates will increase from 15 128 in 2020 to 16 200 in 2022 and thereafter remain stable until 2025.

The transition to a higher proportion of postgraduates will be carefully managed to ensure financial and organisational stability. The contact numbers will be managed down steadily from 2020 through 2022 controlling for the compound effect of the reduction of first year, first-time entering (FYFTE) students feeding through to the second and subsequent years of study. To arrest the decline in contact UG numbers, FYFTE undergraduate numbers will increase from 4150 in 2022 to 5250 in 2023 and then reduce back down to 4421 in 2025.

As a research-intensive university, the institution will need to market appropriately to draw its postgraduate applicant pool from its own undergraduate graduates, as well as from the system as a whole (other local and international universities). The University achieved a growth of approximately 3 330 postgraduates from 2014-2018. Therefore, a further increase of 1072 postgraduates from 2020 to 2022 is regarded as achievable.

In line with the reconfiguration in size and shape, the University plans to increase (1) academic and support staff; (2) infrastructure; and (3) postgraduate funding. The improved funding granted to the University by DHET in 2017/2018 will be used to fund the deficit in student spending which has accumulated over the last few years as well as to provide the strategic spend to provide additional capacity for faculties to accommodate the greater number of postgraduates. The supervisory capacity and the administrative support base will be increased using full-time permanent and part-time temporary staff including visiting academics. In addition to increasing the staff and supervisory capacity, the University plans to increase infrastructure capacity such as laboratory space and resources to accommodate the greater numbers of postgraduates. An audit of laboratory and other bottleneck resources will be undertaken to facilitate planning. Funding to attract postgraduates, such as scholarships will also be increased. ICT capacity will be increased to facilitate system support for online registration of postgraduates.

“ The University seeks to achieve its strategic goal of 45% contact postgraduates by 2022 whilst at the same time increasing high-quality research output and promoting student success at all levels of the institution. Simultaneously, the University aims to make greater utilisation of the plant without compromising the contact students. This will be done by steadily growing after hours part-time undergraduate offerings as well as aggressively growing qualifications and courses offered through the new online channel. Growth in the online and part-time channels will serve to reduce the proportion of postgraduates in overall enrolment (e.g., to 43% in 2022). The SET proportion will be increased to 51% over the planning period. This reconfiguration in size and shape will be accompanied by the necessary increases in staff, infrastructure and student funding and will be accomplished in a way that maintains organisational stability and financial sustainability.





2.4. The Research and Postgraduate Affairs Plan (2018-2022)

With the 2022 Strategic Framework positioning Wits as an internationally-leading research-intensive university located in Africa, the 2018-2022 Research and Postgraduate Affairs plan remains central to the University's priorities. The University is now reaching the halfway mark in the course of the five year plan, and it is valuable to reflect on its successes and weaknesses thus far. This is best done in terms of the two strategic goals captured in the plan.

i. Research Objective: To produce increasing amounts of research with impact.

Impact is defined here as the capacity to change a discipline – making new discoveries, making a difference in practice and in policy. It includes translational research, and innovative research that enhances the growth of the economy. One achievement that speaks to Wits' performance towards this objective includes significant publication in international journals, with 96% of published journal articles being in international journals. Wits has a growing track record of influencing practice in education, health, law and engineering, to name a few. Wits also successfully created one new spin-off company last year, with another planned for 2020.

ii. Creating a postgraduate experience that is swift, secure and stimulating

The steady movement of the student body towards 45% postgraduate students is pleasing to see especially when it has been achieved within the framework of smooth student administration (swift), adequate student support (secure), and growing number of student-authored research publications (stimulating).

Continued success against these goals will be achieved in 2020 through increased focus on promoting research through international collaborations that are simultaneously equal and mutually beneficial. Such relations

- enhance reputation (through co-authored publications),
- increase the supervision base (co-supervision through 'sandwich' programmes),
- provide access to unaffordable research equipment (Large Hadron Collider), and
- open doors to meaningful research funding from local, but mainly, international sources.

To this end, it is planned in 2020 to provide increasing amounts of support to academic researchers seeking to establish productive research-focused collaborations. This includes paving the way through strategic relationships with key international universities and research institutes, providing support for proposal writing project management, and seed-funding collaboration development.

It must be stressed though that all such inter-continental and other international collaborations are to be equal and mutually-beneficial partnerships. To this end, the University is guided by the Montreal Statement on Research Partnerships and is in the process of adopting the Global Code of Conduct for Research in Resource Poor Settings which deplores 'ethics-dumping'. Ethics-dumping refers to the practice of resource-rich countries conducting research in resource-poor countries as a way of avoiding ethical approvals. Wits and South Africa (as a middle income country) will occupy a pivotal role in this by acting as both a resource-rich and poor partner depending on the status of the other partners.

Other imperatives for 2020 will be to continue to attract and enable talented researchers and postgraduate students by providing a conducive environment in which they can best produce their research. The Wits strategic plan is premised on a vision that recognizes the diverse activities which academic staff are required to perform and recognizes that an enabling environment is fundamental to the success of Vision 2022. Research and student outputs will also be used to generate additional resources in order to provide a sustained growth of the research enterprise in our University to become 'world-class'. Key focus areas to be actively encouraged and supported include (in no specific order) research into:

- Robotics/Artificial Intelligence and e-Research (i.e., research related to large and/or complex digital data sets);
- e-Health (and particularly creating a Health focused "Tshimologong");
- Mining science and engineering;
- Material science and engineering;
- Livable Cities and Inequality;
- Deep convergence of emerging technologies like nano-, bio-, info- and cognitive technologies with media technology yielding the concept called STEAM; that is, adding art to the science, technology and mathematics combinations.

2.5. Council's Priority Objectives for 2020



Council has determined that for 2020, the following objectives would be prioritised:

- The initiation of a long-term Strategic Plan from 2022, which would frame the University of the Witwatersrand as a leading, impactful institution in the higher education sector. The rollout of the Academic Teaching and Learning Plan (2020- 2024) would be the first step to this development alongside the ongoing implementation of the Research and Postgraduate Affairs Plan of 2018 – 2022.
- A review of governance structures of the University and succession planning for Council.
- A review of the selection processes for senior executive appointments and the succession planning for the Vice-Chancellor and Principal, including members of the Senior Executive Team.

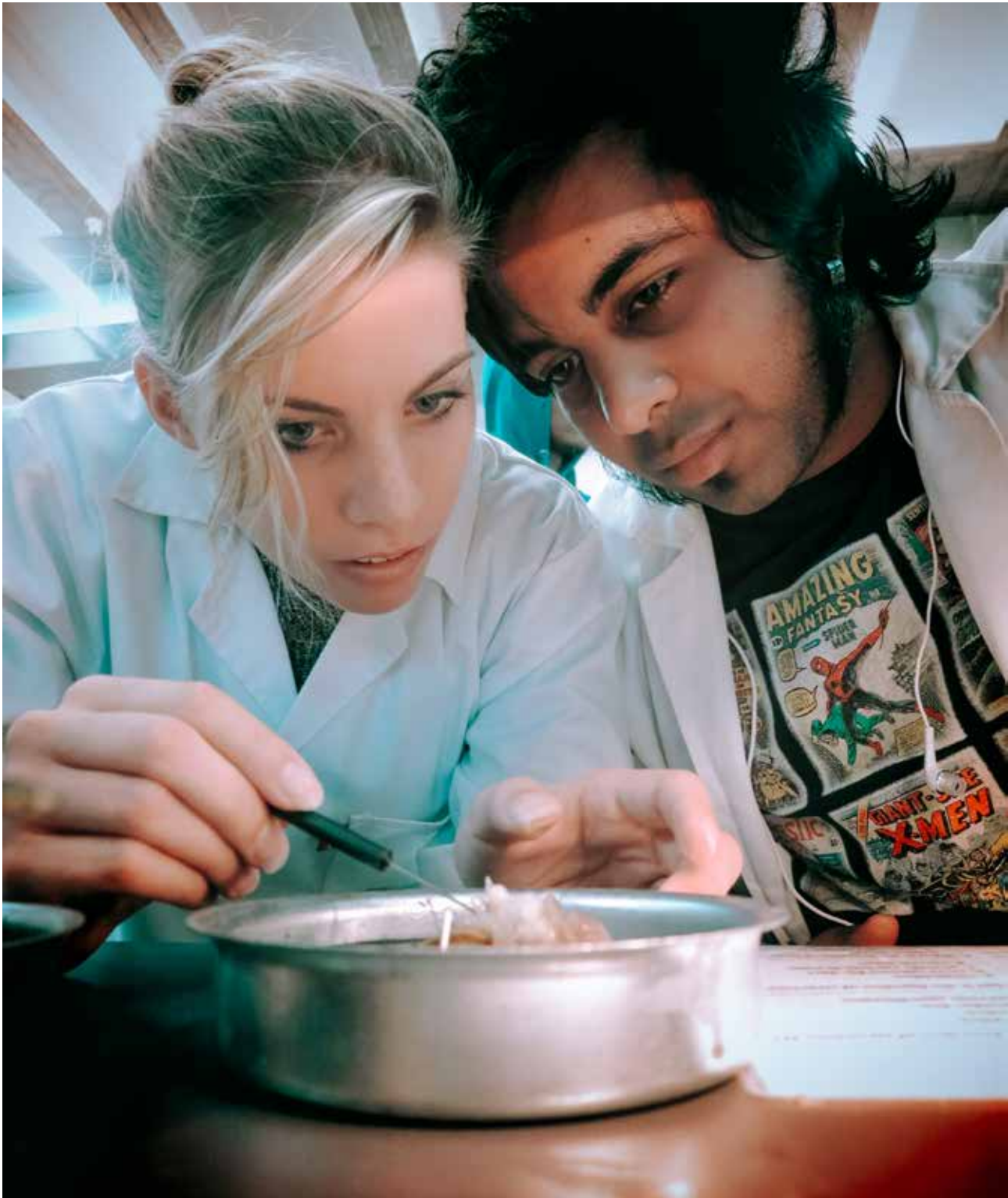


The Council objectives should be viewed in context of the Strategic Framework of the University, which espouses its vision and mission, as well as the values and principles of the University's institutional intent. Council further commits itself to the following objectives:

- Council affirms its responsibility to govern the University as determined by the Higher Education Act and the University's Statute.
- Council will, through the Senior Executive Team, deliberately advance the University's role as a public higher education institution, working for the public good.
- Council recognises –
 - The centrality of the University to South Africa's long-term development goals,
 - critical engagement and debate is a central role of the University; and
 - that the University, in addition to creating new knowledge and engaging in blue sky research, can and should play an important role in redressing inequality and responding to the immediate needs of society.
- Council will make decisions that promote and protect the long-term sustainability, inclusiveness and autonomy of Wits as a research-intensive university, including creating a safe environment for the expression of a multiplicity of views.
- Council will discharge its statutory responsibilities by ensuring that:
 - management gives sufficient attention to the financial sustainability of the University, including systems of financial control and planning, and that transparency in determining the budget is given priority, and is effectively monitored;
 - all Council committee members fulfil their obligations with integrity and to the best of their ability;
 - all reports required by legislation (for example, the Annual Report and Annual Financial statements) are submitted timeously, and provide an accurate and factually correct reflection of the business and sustainability of the University;
 - all rules and policies, and the approval thereof, are in the best interests of the University;
 - compliance with the senior appointment procedures as determined by the University, serve the best interests of the University; and
 - a healthy environment free of prejudice, gender and race discrimination, which provides support for all University stakeholders regardless of their status, is developed.
- Council will champion the realisation of enabling access to the University for all academically deserving students by –
 - deploying its intellectual resources towards finding the best funding solutions;
 - working with management and/or students to engage government and other organisations and sectors in order to address the systemic challenges in education.
- Council will ensure and enable academic freedom within the University and will champion institutional autonomy.
- Council will support management in its pursuit of academic excellence and promotion of the Wits experience by –
 - monitoring the success and throughput of students;
 - overseeing the agreed enrolment size and shape; and
 - encouraging an environment that is consultative and inclusive.
- Council commits to ensure that structures for interaction and engagement with students operate efficiently and optimally address relevant and appropriate issues in a proactive manner.

- Council commits to take into account staff wellbeing when making decisions or overseeing relevant policies.
- Council will continue to drive transformation as an overall and ongoing objective, and in particular goals in relation to staff and curriculum will be prioritised.
- Council will ensure that the University's mandate as a research-intensive university is prioritised.

Over and above this, Council has approved an Institutional Scorecard, which identifies the Key Performance Indicators for 2020, and which are premised on the strategic priorities of the University. These are included in the Annual Performance Plan.



3. LEGISLATIVE MANDATES

The Higher Education Act, 1997 (Act No. 101 of 1997) provides the legislative framework that determines, among others, the University's legal standing. The Institutional Statute gives effect to this Act and any law relating to the University, and promotes the effective and responsible management and governance of the University in respect of matters not expressly prescribed by law.

The University commits to complying with the broader legislative framework in addition to the Higher Education Act and continues to ensure that its administrative structures are set up to ensure proper compliance with all statutory responsibilities. It takes very seriously its obligation, as a publicly funded institution, to exercise good corporate governance in respect of all of its activities through effective leadership, which is characterised by the ethical values of responsibility, accountability, fairness and transparency. This encompasses:

- the creation and ongoing monitoring of an appropriate and dynamic system of checks and balances to ensure the balanced exercise of power within the University;
- the implementation of a system to ensure compliance of the University with its legal and regulatory obligations;
- the implementation of a process whereby risks to the sustainability of the University's business are identified and managed within acceptable parameters; and
- the development of practices which ensure the accountability of the University to its stakeholders and the broader society in which it operates.

Other policy and legislative prescripts impacting on the University include:

- The White Paper for Post Schooling Education and Training, approved by Cabinet in 2013 defined the country's vision for the post-school system, with the University recognising its main role in the conducting of research as its contribution to the main priorities as set out in this Paper.
- The National Development Plan (NDP) with South Africa's constitutional values entrenched therein and underpinned by the need to redress the ills of the past, and to promote non racialism and non-sexism.

The Acts listed below impact on the everyday business of the University:

- Basic Conditions of Employment Act; Act 75 of 1997;
- Broad-Based Black Economic Empowerment Act, Act 53 of 2003;
- Companies Act, 2008 (Act No. 71 of 2008);
- Constitution of South Africa 1996;
- Consumer Protection Act (CPA), Act 68 of 2008;
- Copyright Act, Act 98 of 1978;
- Electronic Communications and Transactions Act (ECTA), Act 25 of 2002;
- Financial Relations Act, Act 65 of 1976 – whole act repealed except for 27 & 28;
- Labour Relations Act, Act 66 of 1995;
- National Environmental Management Act, 107 of 1998;
- National Qualifications Framework Act, 2008 (Act No. 67 of 2008)
- Occupational Health and Safety Act, Act 85 of 1993;
- Pension Funds Act, Act 24 of 1956;
- POPI Act (2013)
- Promotion of Access to Information Act (PAIA), Act 2 of 2000;
- Promotion of Administrative Justice Act, Act 3 of 2000;
- Regulation of Interception of Communications and Provision of Communication- Related Information Act (RICA), Act 70 of 2002;
- Skills Development Act, Act 97 of 1998;
- Skills Development Levies Act, 2010 (Act No. 24 of 2010)
- South African Qualifications Authority Act, Act 58 of 1995;
- Universities Act of 1995.



Wits subscribes to the principles of good corporate governance through the King Code of Governance Principles and the King Report on Governance (King IV).



4. KEY PERFORMANCE INDICATORS

4.1. Enrolment Targets

KEY PERFORMANCE INDICATOR	ACTUAL 2018	TARGET 2019	TARGET 2020	MID-YEAR TARGET	STRATEGIES TO ACHIEVE OUTPUTS
A: ACCESS					
Headcount totals					
First-time entering undergraduates	5 988	6 536	5 708	5 708	<ul style="list-style-type: none"> Daily, automated monitoring of real-time enrolments allows University to manage enrolments proactively Senior Executive Team which includes Deans of Faculties monitors statistic on a weekly basis Reporting at Senate to create awareness University's admission requirements are strictly applied. Opportunities exist for alternate access as occasional students via the Wits Plus platform
Headcount enrolments	39 404	39 670	40 015	38 500	
Headcount enrolments (Foundation Provisioning)	NA	NA	NA	NA	
Headcount enrolments total UG	25 348	24 097	24 789	24 789	
Headcount enrolments total PG	14 056	15 574	15 226	13 500	
Enrolments by Major field of study					
Science, Engineering, Technology	19 408	19 795	20 877	20 877	<ul style="list-style-type: none"> Daily, automated monitoring of real-time enrolments allows University to manage enrolments proactively Senior Executive Team which includes Deans of Faculties monitors statistic on a weekly basis Reporting at Senate to create awareness University's admission requirements are strictly applied Opportunities exist for alternate access as occasional students via the Wits Plus platform
Business/management	8 014	7 673	7 760	7 760	
Education	3 142	2 808	3 596	3 596	
Other humanities	8 840	9 724	8 702	8 702	
Distance education enrolments		150	400	400	
					<ul style="list-style-type: none"> Online application and registration process to manage distance education Aggressive telephone and email follow up on all queries to convert to registration An extensive social media campaign to create awareness

KEY PERFORMANCE INDICATOR	ACTUAL 2018	TARGET 2019	TARGET 2020	MID-YEAR TARGET	STRATEGIES TO ACHIEVE OUTPUTS
B: SUCCESS					
Graduates UG	4 918	4 088	4936	NA	<ul style="list-style-type: none"> Faculty-specific academic units (such as the Academic Development Unit for the Faculty of Engineering and the Built Environment and the Science Success Centre) implement support programmes. These are monitored at faculty level and reported to Senate A Student Success Framework was approved by Senate which will guide holistic students support, thereby impacting on student throughput and retention The revised First Year Experience programme has focused on increasing mentorship throughout the first year. This is closely monitored and appropriate interventions are effected timeously
Graduates PG	4 720	4 734	5657	NA	<ul style="list-style-type: none"> Faculty-specific monitoring of PG milestones to facilitate graduation in minimum time Dedicated PG Affairs office that arranges various support initiatives
Success rate	81.50%	84%	82%	NA	<ul style="list-style-type: none"> Holistic student success framework using data-driven monitoring and evaluation. Please add the following as an extension of the existing bullet point. "Qualitative and quantitative institutional research will be carried out to identify factors that may help or hinder student success, both for the student body as a whole and for identified groups of students. Results of this research will feed into the systems approach described in the Wits Institutional Student Success Framework, and guide the identification, provision and ongoing integration of various forms of student support
Undergraduate output by scarce skills					
Engineering	557	535	548	NA	<ul style="list-style-type: none"> Prioritisation of student funding in collaboration with SETAs and industry scarce-skills programmes. Also ISFAP funding directed towards degrees leading to occupations in high demand
Life and physical sciences	505	442	413	NA	<ul style="list-style-type: none"> Faculty-specific strategies, such as the consolidated Engineering first year was implemented
Animal and human health	636	642	619	NA	

Teacher education	486	561	832	NA	<ul style="list-style-type: none"> PGCE was introduced as a part-time option to attract practicing unqualified teachers
Success rate	84%	86%	84%	84%	<ul style="list-style-type: none"> Faculty-specific student success intervention portal. Capturing of interventions and monitoring by means of reports
KEY PERFORMANCE INDICATOR	ACTUAL 2018	TARGET 2019	TARGET 2020	MID-YEAR TARGET	STRATEGIES TO ACHIEVE OUTPUTS
C: EFFICIENCY					
Instructional/Research Professional Staff					
Headcount and FTE of permanent instructional/research professional staff	1179	1320	1223	1223	<ul style="list-style-type: none"> HR Interventions to improve staffing:student ratio
% Staff with doctoral degrees	66%	61%	64%	64%	<ul style="list-style-type: none"> Staff bursaries in place to facilitate and promote doctoral studies
Number of nGap staff	8	9	18	9	<ul style="list-style-type: none"> A communication strategy was implemented in 2019, which resulted in the demand for nGAP posts exceeding the number of posts allocated to Wits by the DHET
Ratio of FTE students to FTE instructional/research staff	14.19	15.19	15.93	15.93	<ul style="list-style-type: none"> Managing down the undergraduate numbers to decrease workload and redistribute it so as to improve efficiencies
D: RESEARCH OUTPUT					
Publication units per FTE staff	1.78	1.29	2.12	2.12	<ul style="list-style-type: none"> The Research Incentive System encourages publications and higher degree completions amongst staff Progress is monitored regularly, allowing for early interventions
Research masters graduates	876	748	885	885	<ul style="list-style-type: none"> Extensive interventions at faculty and school level
Doctoral graduates	280	257	340	340	

4.2. Earmarked Grants

Grant	Earmarked Allocation (R)	Breakdown of allocation		Linkage to performance indicators	Midyear performance indicator
		Budget (R)	Projects		
University Capacity Development Grant (UCDG)	R 24 408 000	R 24 408 000	University Capacity Development Plans implementation	Promote undergraduate and postgraduate student success, staff development and programme/curriculum development in the priority areas in the University system	This grant took over the old Teaching and Research grants with effect from 1 Jan 2018 so it is in its second year of the three year cycle. Activities in place to spend the allocation by end of the year. As at midyear, almost half of the UDCG has been spent
Infrastructure and efficiency grants	R 176 605 000	R 176 605 000	Infrastructure requirements	New buildings extensions or alteration of existing buildings, refurbishment, renewal and replacements, ICT improvements	Grants comprise of Infrastructure & Efficiency, and Deferred Maintenance Grants. The allocation of R177 million includes R109 million for current period and R67 million allocation is for historic periods where projects are still in progress. Of the total allocation, R77million has not been paid to the university as at 30 June 2019. These infrastructure projects are in progress
Infrastructure Priority Projects	R 6 736 365	R 6 736 365	University priority projects	Disability access, well-founded laboratories, security issues	The allocation is for the 2018/19 period and the spending is for the residual funds. Infrastructure projects in progress.
Macro-Infrastructure Framework for the University Sector	R 22 920 000	R 22 920 000	Residual funds from New University Projects-Framework design for infrastructure requirements for the University Sector	Projects-Framework design for infrastructure requirements for the University Sector	Residual funds from the New Universities interest income. Funds being spent on projects planning
Clinical Training Grant	R 81 828 000	R 39 754 000	Clinical staffing	Access and Success Academic Excellence	The cycle runs from April-Mar 2020 and activities are in place to spend the allocation by end March 2020
		R 10 333 000	Non clinical academic staffing		
		R 19 043 000	Support and technical staffing		
		R 5 698 000	Operational costs		
		R 7 000 000	Equipment		
		R 81 828 000			
Clinical training of SA Medical students returning from Cuba	R 15 175 000	R 15 175 000	Adherence with CTG Policy and used for students registered with the University for funded programmes. Funds only used for training purposes.	Access and Success Academic Excellence	Funds have not been received for current cycle, and the spending is for residual funds from 2018/2019. Cycle is also April 2019 to 31 March 2020.

New Generation of Academics (NGAP)	R 2 500 000	R 2 500 000	8 posts (phase 1 is 6 and phase two is 2 posts) phase of the New Generation of Academics (NGAP)	Component of Staffing South Africa's Universities Framework	On track to spend the allocated amount for the year.
Foundation provision grant	R 465 000	R 465 000	Ministerial approved extended curriculum programmes	Linkage to students registered	On track to spend the allocated amount for the year.



4.3. Institutional Scorecard

Further to the performance indicators emphasised by the Department of Higher Education and Training, the University is guided also by the institution-specific key performance indicators or drivers. These are reflected in the Institutional Scorecard. The Senior Executive Team, after consultation with various constituencies within the University and with approval from Council determined Key Performance Drivers as set out below in accordance with the University 's vision and strategic goals. 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 SET (Senior Executive team) in driving excellence and improvement by measuring and managing the identified drivers below.

Strategic Goal	Source	Targets and Objectives			Mid-year indicator	Strategies and activities to reach target / achieve objective
1. Teaching Effectiveness & Enrolment (30% Weight)						
Indicator / performance driver	Source	Base	Year-end target	Year-end stretch	Mid-year indicator	Strategies and activities to reach target / achieve objective
1.1 Undergraduate Enrolment - New 1st Years (full-time).	Registrar / VP / DVC Academic	5358	4 978	4730	6833 (Estimated using 2 year average of enrolled yos1 new to Wits by mid-year. This number will move towards the target when taking into account the cancellations)	Management of the real-time enrolment platform at the beginning of the year. Daily tracking with faculties.
1.2 Undergraduate Completion of degrees.	VP / DVC Academic	4846	4 936	5010	595 (Estimated using 2 year average of degree completions yos1 new to Wits by mid-year)	Working with faculties and implementation of student success initiatives.
1.3 Post Graduate Enrolment - Honours, Masters and PhD + PG Diplomas at NQF Level 8. All PG Dips excluding the PGCE (NQF7)	DVC Research/ Registrar	14701	14969	15717	13795 (Estimated using 5 year average of PG enrolled by mid-year)	Management of the real-time enrolment platform at the beginning of the year. Daily tracking with faculties

1.4	Online Rollout Programme	VP / DVC Academic	Objectives: A total of five full online programmes active as per the online programme enrolment plan. Three new MOOCs to be developed			Active social media campaign	
1.5	Postgraduate graduations - honours, Masters and PhD completion of degrees Excludes all PG Dips	DVC Research/ Registrar	3517	4 205	4415	Working with faculties and implementation of student success initiatives.	
1.6	Science, Engineering and Technology Profile	VP / DVC Academic	50.40%	51%	51.1%	Careful monitoring of real-time enrolment platform	
2. Research Output and Profile (25% Weight)							
	Indicator / performance driver	Source	Base	Year-end target	Year-end stretch	Mid-year indicator	Strategies and activities to reach target / achieve objective
2.1	Accredited Research Output (measured in DHET units)	DVC Research	1 963	2 153	2 200	N/A	2.1 Use performance management to encourage productivity 2.2 Encourage quality and impact as per the strategic plan 2.3 Use performance management to encourage individual productivity 2.4 Continue to use progress reporting to encourage productivity of postdocs
2.2	Proportion of Journal Articles published in ISI and IBSS indexed Journals	DVC Research	86%	90%	95%	N/A	
2.3	Number of academic staff publishing and reporting research, measured on a rolling three year average basis	DVC Research	741	750	800	N/A	
2.4	Postdoc productivity: number of accredited publications per postdoc averaged over a rolling 3 year period	DVC Research	1.02	1.07	1.12	N/A	

2.5	Research Contracts Income for the Wits Health Consortium, Wits Commercial & Research Office	DVC Research	R1 431 193 275.00	R1 515 748 164.00	R1 605 785 772.00	R540 127 094.00	
3. Technology and Infrastructure (5% Weight)							
	Indicator / performance driver	Source	Objectives	Mid-year indicator	Strategies and activities to reach target / achieve objective		
3.1	Deliver ICT projects to enable Digital Learning	COO	<p>Digitalisation of processes through HR process automation, platforms for workflow approvals and digital signatures and rollout of SharePoint. Expansion of the Smart Classroom Project</p> <p>Cyber Security Mitigations: gap analysis, road map and execution by June 2020. Deliver the Campus-based Digital Learning Centre (ICT Libraries Project) by March 2020</p>	N/A	Overseeing of project management by CIO on various initiatives.		
3.2	Manage the multi-year prioritised maintenance and compliance programme within the timelines determined.	COO	Implement and commission a Wits-tailored asset management system by December 2020 Complete building conditional assessments by June 2020 to guide maintenance prioritization	N/A	Draft a work plan with milestones for delivery throughout the year		

	3.3	Manage the DHET-funded Macro infrastructure projects	<p>Complete 2009 review of Wits Spatial Development Framework. Present first draft to SET Retreat in February 2020 and final review to first Council Meeting of 2020.</p> <p>Implement WITS DHET IEG 2018 - 2021 Capital Works Programme and close out previous funding grant cycles.</p> <p>Complete the scoping of the Wits DHET IEG 2018 - 2021 Capital Works Programme on high level by September 2020.</p> <p>Revise the high level implementation plan for the Wits DHET IEG 2018 - 2021 Capital Works Programme and obtain approval from governance structures by 01 April 2020.</p> <p>Secure approval from DHET for revised scope of works for the proposed Flower Hall Test and Examination Centre, West Campus Village and Commerce, Law and Management Building redevelopments.</p> <p>Complete and meet quarterly DHET reporting requirements.</p> <p>Complete and meet annual DHET reporting requirement by 01 May 2020.</p> <p>Prepare new DHET IEG 2022 - 2025 Capital Works Programme in consultation with Faculties and other relevant stakeholders</p> <p>Complete the high level investigation and scoping for project portfolio to be submitted to the next DHET IEG Funding cycle i.e. 2022 - 2025 by 01 November 2020 as an outcome of the Wits Spatial Development Framework renewal in consultation with Faculties and other relevant stakeholders.</p>	N/A	Monitoring of milestones and report backs to SET
--	-----	------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----	--------------------------------------------------

3.4	Implement Green initiatives	COO	<p>Subject to budget approval, implement high impact energy projects as per detailed Energy Plan (Wits Energy Efficiency and Business Continuity Projects) presented at September 2019 SET Retreat.</p> <p>Implement a centralised standby generator solution for the Parktown Management Campus and Knockando Residence.</p> <p>Complete planning for all new proposed co-generation systems for the Residence portfolio by 31 December 2020.</p> <p>Complete planning for new tri-generation plant at Faculty of Health Sciences Building by 31 December 2020.</p> <p>Complete planning for proposed new rooftop PV systems across all campuses and initiate procurement to source suitable PV contractors in preparation for implementation to begin in 2021.</p> <p>Utilise environmentally-friendly chemicals.</p> <p>Promote and protect indigenous plants.</p> <p>Utilise borehole water for maintaining grounds.</p> <p>Implement of recycling initiatives.</p> <p>Procure and utilise eco-friendly Wits-owned vehicles</p> <p>Pilot the campus bicycle system.</p> <p>Enforce a plastic-free campus.</p>	N/A	Adherence to project timelines with regular reporting to SET. Awareness campaigns with University community
-----	-----------------------------	-----	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----	----------------------------------------------------------------------------------------------------------------

4. Finance (10% Weight)				
Indicator / performance driver	Source	Objectives	Mid-year indicator	Strategies and activities to reach target / achieve objective
4.1 Budget	CFO	Deliver Council approved break-even budget and residence approved deficit budget in line with 7 year break even plan	N/A	Monthly review of results and capital expenditure comparing actual to budget
4.2 Asset Management Banking Initiatives and Treasury Solutions	CFO	Implement new Asset Strategy and transition to new Investment Asset Managers Implement New Banking Initiatives and Treasury Solution to continue to improve return on surplus funds	N/A	Managing of transition consultants to UIC approved plan
4.3 Financial Statements	CFO	Deliver unqualified financial statements by the DHET deadline for 2019/2020	N/A	Monitoring of the timetable over the first six months' time table that has been tabled with SET , Council Finco and Council Audit committees
5. Institutional Culture (5% Weight)				
Indicator / performance driver	Source	Objectives	Mid-year indicator	Strategies and activities to reach target / achieve objective
5.1 Safety and security initiatives	COO	Implement Smart Technology to enhance safety and security by June 2020 Conduct safety and security surveys quarterly	N/A	Monitoring of project milestones Sharing of results with SET and the University Community
5.2 Staff wellness	DVC HR / Transformation	Determine the baseline for staff mental health and wellness Administer the Wellness Week and related activities Launch the AskNelson App in collaboration with Kaelo Lifestyle Develop and Implement Occupational Health Policy for the University Investigate a Travel Clinic for University employees.	N/A	Extensive use of social media platforms eg. SMG/HOS to create awareness and uptake of services

5.3	Student wellness	Dean of Students	Implement mental wellness strategy including support arrangements for day students	N/A	Campaigns to create awareness
5.4	Campus Housing and Residence	Dean of Students	Review residence life and support programmes to align with the first year in-residence strategy	N/A	CHRL Director to champion initiatives
5.5	First year enrolments in residences	Dean of Students	Target of 38% first year enrolment Implement off campus accommodation accreditation policy	N/A	CHRL Director to champion initiatives
6. Transformation (10% Weight)					
Indicator / performance driver	Source	Base	Year-end target	Year-end stretch	Mid-year indicator
		25%	26%	27%	25.5%
		Objective: Increase RSA African and Coloured academic staff as a % of all academic staff by 1%			
		DVC HR / Transformation			
6.1	Staffing - race Includes all staff on person type employee. Permanent cohort. Excludes SET members, academic co-ordinator, trainee, visiting and honorary, attorney and senior attorney, interns, professor emeriti, teaching and research assistants, external persons, psychologists, in-house counsellor and postdoctoral fellows.	DVC HR / Transformation	Deans to champion Active engagement in recruitment		

6.2.	<p>Staffing – gender / race</p> <p>Same note as above. Furthermore the Carnegie research project, which is underway, will allow us to better understand the barriers and drivers to addressing the effectiveness and sustainability of equity interventions. Once this has been understood, increased targets would be considered.</p>	DVC HR / Transformation	3%	4%	5%	3.5%	<p>The Carnegie research project, which is underway, will allow us to better understand the barriers and drivers to addressing the effectiveness and sustainability of equity interventions. Once this has been understood, increased targets would be considered</p>
6.3	<p>Number of Staff with Doctoral degrees</p> <p>Includes new appointments with PhD's (permanent and temporary). Appointments are subject to vacancies.</p>	VP/ DVC Academic/ DVC HR / Transformation	941	960	980		Deans and HOS's to champion and active engagement in recruitment
6.4	<p>Curriculum Reform</p> <p>Four modules in each of the five faculties to be re-curriculated</p>	VP	Objective: Four modules in each of the five faculties to be re-curriculated				Deans to champion with Academic Directors and T and L experts in schools

7. Fundraising (5% Weight)							
Indicator / performance driver	Source	Base	Year-end target	Year-end stretch	Mid-year indicator	Strategies and activities to reach target / achieve objective	
7.1	Fundraising projects - new money raised	DVC HR / Transformation	R134m	R138m	R142.5m	N/A	Enhance strategies for regular giving and giving from high net worth individuals.
7.2	Centenary Campaign	DVC HR / Transformation	R1,6 billion (in cash, gifts, sponsorship and pledges)	R1,8 billion (in cash, gifts, sponsorship and pledges)	R1,9 billion (in cash, gifts, sponsorship and pledges)	N/A	Galvanise the university community and external community to become aware of the Campaign.
			Objectives: Increase intensity of donor engagement Develop campaign brand and messaging. Define opportunities and appropriate recognition at all levels Secure lead gifts to the campaign Develop and implement bespoke communication programme to multiple stakeholders and donor sectors		N/A	Extensive campaigning and awareness	

8. Operational Efficiency and Effectiveness (5% Weight)				
Indicator / performance driver	Source	Objectives	Mid-year indicator	Strategies and activities to reach target / achieve objective
8.1 Targeted Voluntary Early Exit for Select Staff	COO	<p>A consultative process with Unions envisaged post the feasibility study and affordability:</p> <p>Conduct benchmarking/workload assessment for the Departments to match the number of resources to the University's needs by January 2020</p> <p>Take 55 to 65 group and those individuals affected by ill-health over extended periods and match the data against attainment of optimum staff levels by February 2020</p> <p>Engage with a human capital service provider to solidify the University's objective, design the offer to be made and the process to be followed by March 2020</p> <p>University to test and confirm financial affordability of the project by March 2020</p> <p>Consult with the Organised Labour and affected employees by May 2020.</p> <p>Implement the project by end of June 2020</p>	N/A	<p>Establishment of the working group approved by the VC and SET</p> <p>Delivery according to agreed milestones</p>
8.2 World class infrastructure and services aligned with the Centenary Campaign objectives	COO	<p>Maintain cleanliness on campus</p> <p>Routine maintenance and repairs to buildings and environs (e.g. walkways) on campus</p>	N/A	<p>Delivery of services according to the prioritised maintenance plan and "clean campus" strategy.</p>
8.3 Performance Based remuneration	SET	<p>Rollout the Performance-based remuneration policy</p>	N/A	<p>Set in KPI's for managers for 2020 rollout</p>

9. Impact (5% Weight)					
Indicator / performance driver	Source	Objectives	Mid-year indicator	Strategies and activities to reach target / achieve objective	
9.1 Research impact	SET	Support research that contributes to policy making and innovations that have bearings on the broader economical climate and other societal challenges Introduce a VC's Translation Research award (similar to VC's Innovation award introduced in 2019. Establish another company based on innovative research	N/A		
9.2 Institutional Strategy	VC	Initiate a process to determine a new strategy for the University going forward post 2022.	N/A		Registrar to initiate workshops
9.3 Graduate employability	SET	Track graduate employability	N/A		Continue with surveys at Graduation ceremonies

9.4	Cohesion	SET	<p>Identify a series of initiatives aimed at creating cohesiveness within the University.</p> <p>HS -Plan and initiate a pilot urban demography research site as part of the Gauteng Research Triangle (a collaboration between UP, UJ and Wits).</p> <p>-in EBE Promote the impact of research in the context of innovation (and not publication alone) so that this materialises into spin-offs, and cross-cutting entities that will drive Innovation as their primary objective</p> <p>-Science - Commence with the development of a postgraduate programme in Science and Innovation after having engaged with faculties of EBE, Health Sciences and CLM with the purpose of training our PG students to explore the real potential of their research in the sense of application and potential for innovation</p>	N/A	
-----	----------	-----	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----	--



5. OVERVIEW OF BUDGETS, CASH FLOW, AND MTEF ESTIMATES

5.1 Budget process and overview

The Senior Executive Team (SET) oversees the allocation of resources for the University ensuring that governance processes are followed so as to promote the attainment of the goals, strategies and objectives of the institution including medium and long term sustainability. The annual budget process captures the growing wants and needs placed against limited resources. The budget process starts mid-year ending in December when the overall budget for the following year is approved by Council at its last meeting of the year.

Several meetings are held during the budget preparation process. The initial meeting for budget roll out planning is carried out between members of the SET and finance managers aligning budgeting with strategy and anticipated resource limitations. Parameters, assumptions and specific timeframes for the process are discussed and agreed so as to deliver a coordinated sustainable budget within the governance processes. The Chief Financial Officer (CFO) and his team hold a workshop with finance managers to discuss the budgeting approach. Budget holders in faculties and divisions supported by financial managers prepare budgets based on the roll out plan in a consultative process. The process within faculties and divisions includes Deans, Heads of Schools and departmental heads as key role players.

The CFO and finance team meet with faculties and divisions to discuss their budgets in detail once initial budgets have been prepared and thereafter brief the Vice Chancellor and Vice Principal on the first version of the consolidated budget. At another scheduled special meeting of SET and finance managers, the first version of the budget is presented following which iterations of the budgets are agreed to achieve a sustainable outcome. The final budget is presented at a special SET meeting to obtain approval for the budget before it is taken to the Finance Committee (FINCO) and Council. The budget is presented at FINCO at its last meeting of the year for approval and recommendation to Council for final approval. At the last meeting of Council the budget is presented and finally approved. Control of the budget is done through monitoring and reporting of budget versus actual results during the course of the year with variances explained at meetings of SET. Reports in that regard are thereafter presented at meetings of FINCO and Council during the year.

5.2 Assumptions used in preparing the budget

5.2.1 Council and residences budgets:

Breakeven budgets are projected for Council unrestricted budget over the three year period. For residence budgets, deficit budgets are projected over the three years. The projections appear below. Key assumptions are as follows.

Subsidy projections are based on the enrolment plan. Subsidy projections include the gap funding grant which has been rolled into the block as per DHET ministerial letter. A contra has been budgeted in the expenses to cater for the gap funding. The awards will be processed internally by the university as directed by DHET. The agap grant is being phased out over the three year period starting from 2019 with the last receipt expected in 2021. For 2020, the budget to be tabled at Council will show a subsidy increase of 5.6%. It is assumed that the subsidy will increase by 5.6% annually over the remaining 3 year period until 2022. The amount of subsidy allocated to Residences in respect of 0% fees increase for 2016 has been escalated at CPI and deducted from block subsidy.

Tuition income projections are based on the enrolment plan and the University's strategy. For 2020, the budget to be tabled to Council will show a tuition fee increase of 5%. It is assumed that tuition fees will increase by 5% annually over the remaining 3 year period until 2022. Other income is projected to grow at 5% over the period.

Salaries scales will increase by 7% on average for both academic and support staff from 2019 to 2021 based on the three-year salary agreement. Thereafter a 6% annual increase has been assumed. The salary budgets have been prepared on that basis. CPI assumed to be 5% for the period.

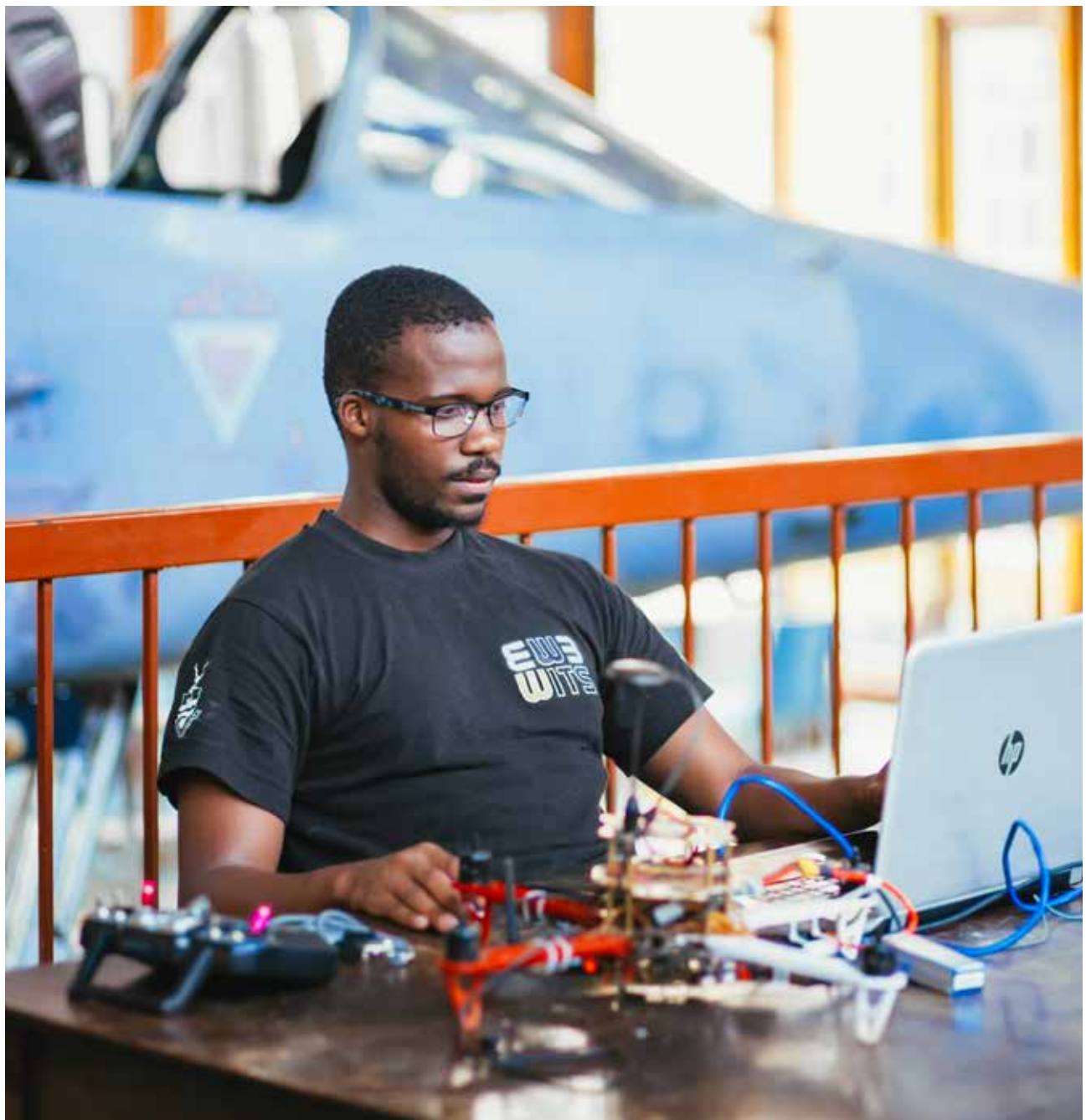
Residences are ring fenced and self-funding as per HE Act - all additional costs due to insourcing are apportioned to residences accordingly. Due to insourcing costs and the limited growth in income it is inevitable that Residences will be in deficit. Accommodation income has been assumed to grow by 7% annually during the period. With that increase it is projected that breakeven will be attained in the medium term. 5% increase is assumed for meals over the period. Operating costs an average of 5%. Salaries will increase by 7% annually for the 3 years 2019 to 2021 as per salary agreement and assumed to increase by 6% thereafter. Lease costs incorporate the new treatment required by IFRS – the adjustment results in a large debit to the income statement. The budgets and projections include the Wits Junction residences.

5.2.2 Specifically funded activities

In respect of restricted, specifically funded activities an overall growth of 5% has been projected. This category of activity has to be self-funding and managed as per individual contacts with respective funders.

5.2.3 Cash flow projection

The cash flow projection balances for 2019 to 2022 include earmarked grants. Please refer to 5.4.



5.3 Consolidated Budget: 2019 - 2022

Line item	Council controlled- unrestricted					Specifically funded activities – restricted					Student and staff housing					TOTAL BUDGET				
	2019	2020	2021	2022	R000	2019	2020	2021	2022	R000	2019	2020	2021	2022	R000	2019	2020	2021	2022	
Total Income	4 515 660	4 767 170	5 048 561	5 347 035	661 724	809 483	849 957	892 455	471 371	517 941	553 855	593 146	5 648 755	6 094 594	6 452 373	6 832 636				
State grants	2 037 100	2 151 649	2 302 264	2 463 423					24 840	26 330	27 910	29 585	2 061 940	2 177 979	2 330 174	2 493 008				
Earmarked State Grants					214 396	239 731	251 718	264 303					214 396	239 731	251 718	264 303				
Tuition and other fees	2 189 197	2 269 332	2 382 799	2 501 939									2 189 197	2 269 332	2 382 799	2 501 939				
Rental income	85 034	85 969	90 268	94 781					85 034	85 969			85 034	85 969	90 268	94 781				
Income from contracts, grants, donations					447 328	569 752	598 240	628 152					447 328	569 752	598 240	628 152				
Residences – staff									10 442	7 737	8 278	8 858	10 442	7 737	8 278	8 858				
Student accommodation fees and meals									415 688	461 480	495 399	528 836	415 688	461 480	495 399	528 836				
Other income	204 329	260 220	273 231	286 892					20 401	22 394	22 268	25 867	224 730	282 614	295 499	312 759				
Less: Total Expenditure	4 515 861	4 777 570	5 077 218	5 363 590	661 724	809 483	849 957	892 455	499 776	600 438	630 008	662 806	5 677 361	6 187 491	6 557 183	6 918 851				
Personnel cost-academic	1 403 817	1 539 533	1 647 300	1 746 138	156 296	244 099	256 304	269 119	-	-	-	-	1 560 113	1 783 632	1 903 604	2 015 257				
Personnel cost – non-academic	1 359 885	1 498 925	1 603 850	1 700 081	42 797	27 616	28 987	30 447	38 943	41 755	45 095	48 252	1 441 625	1 568 296	1 677 942	1 778 779				
Contracts-cleaning	20 704	20 065	21 068	22 122									20 704	20 065	21 068	22 122				
Contracts-security	23 868	25 062	26 315	27 631					15 776	17 239	18 619	19 922	39 644	42 301	44 934	47 553				
Maintenance	125 753	119 095	125 050	131 302					73 183	79 574	84 961	90 391	198 936	198 669	210 011	221 693				
Rates and utilities	181 830	196 136	205 943	216 240					78 299	87 405	96 481	105 165	260 129	283 541	302 424	321 405				
Other operating expenses	1 192 346	1 141 284	1 198 348	1 258 266	437 807	511 703	537 288	564 152	292 111	306 343	316 730	330 954	1 922 264	1 959 330	2 052 366	2 153 372				
Depreciation	207 658	237 470	249 344	261 811	24 824	26 065	27 368	28 737	1 464	68 122	68 122	68 122	233 946	331 657	344 834	358 670				
SURPLUS/(DEFICIT) BEFORE TRANSFERS	201	10 400	28 656	16 555	-	-	-	-	-28 405	-82 497	-76 153	-69 660	28 606	92 897	104 809	86 215				
NET TRANSFER																				
SURPLUS (DEFICIT) FOR THE YEAR	201	10 400	28 656	16 555	-	-	-	-	-28 405	-82 497	-76 153	-69 660	28 606	92 897	104 809	86 215				

5.4 Cashflow projections of revenue and expenditure: 2020 - 2022

Cash Flow Projections of Revenue and Expenditure for year 2019-2022		2019	2020	2021	2022
		R'000	R'000	R'000	R'000
Revenue (A)		5,967,782	6,205,548	6,522,062	6,898,803
State Subsidy - Block Grant		2,082,936	2,177,330	2,330,174	2,493,008
State Earmarked Grants		267,269	237,833	249,724	260,116
Tuition Fees and Residence Fees (includes Donor Student Stipends etc)		2,040,371	2,162,794	2,270,933	2,386,600
Research, Donor Funding and Other Receipts		1,443,260	1,490,447	1,522,969	1,599,117
Interest Income		133,947	137,145	148,261	159,961
Expenditure (B)		5,639,381	6,030,334	6,403,117	6,750,758
Personnel Costs		3,016,166	3,363,025	3,598,437	3,814,343
Operating Expenditure		2,077,049	2,216,649	2,341,894	2,459,990
Capital Expenditure/Earmarked grants		410,079	397,723	405,084	413,531
Loan repayment/Interest Expense		48,563	52,937	57,702	62,895
ICT Projects - Network		87,525	-	-	-
Net Increase/(Decrease) in cash (A-B)		328,401	175,214	118,945	148,044
Cash at beginning of year - Including earmarked grants		1,250,790	1,579,191	1,754,404	1,873,350
Cash at end of year - Including earmarked grants		1,579,191	1,754,404	1,873,350	2,021,394
Earmarked grants Balance end year		302,588	308,401	315,221	308,401
Cash at end of year - Excl earmarked grants		1,276,603	1,446,004	1,558,128	1,712,993

5.5 Budget Capital Plan

5.5.1.1 Long term capital expenditure plan and proposed borrowings

Name of project	TOTAL Cost of project over funding cycle (2019/20 to 2021/24)	Source of funds			Year 1 Cashflow amount for project in YR 1 of funding cycle (2019/2020)	Year 2 Cashflow amount for project in YR 2 of funding cycle (2020/2021)	Year 3 Cashflow amount for project in YR 3 of funding cycle (2021/2022)	Year 4 Cashflow amount for project in YR 4 of funding cycle (2022/2023)	Year 5 Cashflow amount for project in YR 5 of funding cycle (2023/2024)	Year 6 Cashflow amount for project in YR 6 of funding cycle (2024/2025)
		DHET Contribution to project over funding cycle (2019/20 to 2021/24)	WITS Contribution to project over funding cycle (2019/20 to 2021/24)	Other Contrib. over funding cycle (2019/20 to 2021/24)						
Wits Infrastructure/Capex Projects										
Upgrade Central Animal Facility (CAF) for Central Animal Unit at Medical School	R 13 757 879		R 13 757 879		R 757 879	R 13 000 000				
Wartenweiler Learning Innovation Centre: eClassroom facilities; renovate & equip existing non-technology classroom facilities	R 14 471 342		R 14 471 342		R 4 971 342	R 9 500 000				
Harold Holmes Library Basement Storage: Barloworld Archives storage and repurposing	R 3 400 000		R 2 000 000	R 1 400 000		R 3 400 000				
Student Union Bldg: Matrix Centre: DLU, Basement Office	R 5 796 659		R 5 796 659		R 3 296 659	R 2 500 000				

WEC Redevelopment: Construction of parking areas - Impilo, Marang & Wozani Block	R 9 500 000	R 9 500 000						R 9 500 000				
Wits School of the Arts: Deferred Maintenance	R 5 000 000	R 5 000 000					R 4 542 500	R 4 57 500				
Wits FoHS Medical School Building Redevelopment: Surgical Skills Training Unit (9th Floor)	R 8 000 000				R 8 000 000		R 7 547 947	R 452 053				
Wits FoHS Medical School Building Redevelopment: Research Pharmacy Laboratory (10th Floor)	R 2 191 281				R 2 191 281		R 2 191 281					
Wits FoHS Medical School Building Redevelopment: Upgrade of Mortuary	R 1 797 885	R 1 797 885					R 1 714 086	R 83 799				

DHET IEG Student Housing Projects

Wits Rural Facility (WRF) New Student Researcher Accommodation Facilities	R 2 533 428	R 2 533 428					R 2 533 428					
Barnato Hall of Residence Extension Phase 1: Student Housing Accommodation	R 29 066 553	R 26 166 553	R 2 900 000				R 28 737 807	R 328 746				
Knockando Hall of Residence-Williams Block Extension Student Housing Accommodation	R 19 000 000	R 17 600 000	R 1 400 000					R 470 307	R 7 741 279	R 10 788 414		

West Campus Village Student Housing Accommodation	R 6 933 447	R 6 233 447	R 700 000							R 225 903	R 6 707 544	
DHET IEG Infrastructure and Efficiency Projects												
Specialist Equipment and Software for Disability	R 1 744 141	R 1 000 000	R 744 141							R 1 744 141		
Parktown & Braamfontein Substation, Transformer & Switch Gear Upgrade Programme	R 4 055 645	R 4 055 645								R 4 055 645		
University Priority (Special) Projects: Universal Access Improvements	R 1 896 340	R 1 496 340	R 400 000							R 1 896 340		
University Priority (Special) Projects: Well Founded Laboratories	R 5 115 172	R 1 500 000		R 3 615 172						R 5 115 172		
University Priority (Special) Projects: Security Upgrades and ICT	R 10 737 244	R 4 164 244	R 6 573 000							R 10 360 414		
C1. Campus Business Continuity Programme	R 15 721 819	R 12 371 819	R 3 350 000							R 10 423 831		
C2. Campus Sustainability, Energy Efficiency Programme	R 6 202 793	R 6 202 793								R 3 629 458	R 2 573 335	
C3. Campus Waterproofing and Façade Repair Programme	R 14 008 087	R 6 382 560	R 7 625 528							R 2 756 993	R 11 251 094	

C4. Campus Heat, Ventilation and Air-conditioning Upgrade and Repair Programme	R 3 818 361	R 3 818 361	R 1 319 310	R 2 499 051				
C5. Campus Minor Works and Refurbishment Programme	R 3 988 561	R 1 667 601 R 2 320 960	R 1 346 121	R 2 642 440				
C6. Campus Teaching Venues, Equipment Upgrades and Replacement Programme	R 459 761	R 459 761		R 459 761				
C7. Campus Building Compliance Safety & Health Environment (SHE) Programme	R 5 008 264	R 3 627 461 R 1 380 803	R 1 276 798	R 3 731 466				
C8. Campus Lift Upgrade and Replacement Programme	R 1 175 470	R 1 175 470	R 3 473	R 1 171 997				

Long term capital expenditure plan and proposed borrowings continued

Name of project	TOTAL Cost of project over funding cycle (2019/20 to 2021/24)	Source of funds			Year 1 Cashflow amount for project in YR 1 of funding cycle (2019/2020)	Year 2 Cashflow amount for project in YR 2 of funding cycle (2020/2021)	Year 3 Cashflow amount for project in YR 3 of funding cycle (2021/2022)	Year 4 Cashflow amount for project in YR 4 of funding cycle (2022/2023)	Year 5 Cashflow amount for project in YR 5 of funding cycle (2023/2024)	Year 6 Cashflow amount for project in YR 6 of funding cycle (2024/2025)
		DHET Contribution to project over funding cycle (2019/20 to 2021/24)	WITS Contribution to project over funding cycle (2019/20 to 2021/24)	Other Contrib. over funding cycle (2019/20 to 2021/24)						
DHET Infrastructure and Efficiency Projects 2018 to 2021										
Commerce, Law and Management Building Redevelopment	R 99 000 000	R 53 889 305	R 45 110 695				R 1 337 849	R 5 225 701		R 47 432 965
Built Environment Precinct Expansion and Redevelopment	R 59 000 000	R 45 768 588	R 13 231 412				R 1 513 068	R 622 286	R 29 205 657	R 27 658 989
Thembalethu Large Teaching Venues	R 6 000 000	R 4 649 051	R 1 350 949				R 393 101	R 5 606 899		

Wits Test & Examination Centre: Part 1 - Flower Hall	R 71 000 000	R 54 826 643	R 16 173 357	R 2 404 521		R 294 408	R 2 892 188	R 62 975 533	R 4 837 871
Wits Test & Examination Centre: Part 2 - Solomon Mahlangu West Wing Drawing Hall	R 12 000 000	R 7 345 800	R 2 249 679	R 2 404 521		R 2 404 521	R 9 595 479		
Central Analytical Unit: MMU and Science Post Graduate Centre	R 45 000 000	R 34 907 780	R 10 092 220			R 1 455 580	R 4 444 458	R 2 957 393	R 36 142 569
Humphrey Raikes Basement Laboratory	R 6 000 000	R 4 663 982	R 1 336 018			R 504 836			
Lecture and Teaching Venue Audio Visual Equipment Upgrade	R 10 000 000	R 3 827 740	R 6 172 260			R 3 000 000	R 6 000 000	R 1 000 000	
Health Sciences Teaching & Student Resource Centre - Medical School Building Level 5	R 63 000 000	R 48 874 275	R 14 125 725				R 3 391 255	R 26 594 413	R 33 014 332
Health Sciences Pharmacy Teaching Laboratory - Medical School Building Level 5	R 10 000 000	R 7 757 299	R 2 242 701				R 1 025 178	R 112 369	R 8 862 453
Wits School of Arts: Digital Arts Building	R 40 000 000	R 21 978 301	R 8 668 505	R 9 353 194		R 1 152 243			

Wits School of Arts: Film & Television Lecture Venue Solomon Mahlangu Basement	R 4 000 000	R 426 958	R 130 757	R 3 442 285	R 3 631 159	R 368 841		
Wits School of Arts: Fine Arts Studio Development	R 31 000 000	R 23 984 585	R 7 015 415		R 15 642 209	R 15 357 791		

TOTAL	Cost of project over funding cycle (2019/20 to 2021/24)	Source of funds	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
		DHET Contribution to project over funding cycle (2019/20 to 2021/24)	Cashflow amount for project in YR 1 of funding cycle (2019/2020)	Cashflow amount for project in YR 2 of funding cycle (2020/2021)	Cashflow amount for project in YR 3 of funding cycle (2021/2022)	Cashflow amount for project in YR 4 of funding cycle (2022/2023)	Cashflow amount for project in YR 5 of funding cycle (2023/2024)	Cashflow amount for project in YR 6 of funding cycle (2024/2025)
		WITS Contribution to project over funding cycle (2019/20 to 2021/24)						
		Other Contrib. over funding cycle (2019/20 to 2021/24)						
TOTAL	R 651 380 134	R 413 355 790	R 145 087 008	R 116 454 416	R 53 252 267	R 133 633 779	R 157 949 179	R 45 003 485

6. RISK REGISTER

The University has several committees and structures that have oversight on risk issues:

- The Council Risk Committee oversees the risk management activities on behalf of Council, and provides the Council with formal and scheduled feedback on the status of key risks and management's responses;
- The Risk Management Committee, chaired by the Chief Financial Officer, guides and monitors the University's annual risk management plan. Risk assessment and managing of risks is regarded as an on-going management process, integrated in the daily operational activities of the University. Early in 2018 it was decided to incorporate the University's Insurable Risk Committee into the Risk Management Committee;
- The University's strategic risk profile is reviewed twice a year by the Senior Executive Team. These risks are discussed on a rotational basis at the risk management meetings throughout the year;
- The Faculty risk registers are updated by the Deans and their management team, taking into consideration the risks identified by all the Schools. Each of these Faculty dashboards are presented by the Dean or his/her representative on a yearly basis, to the Risk Management Committee;
- Risk registers for professional and support services are updated throughout the year. On a rotational basis, each of the Deputy Vice-Chancellors, the Chief Operations Officer, the Registrar, Chief Financial Officer and the Dean of Students present their key risks to the Risk Management Committee;
- The University's risk assessment processes are performed in accordance with its Council-approved risk management framework, and the academic and support staff are required to identify, prioritise and document as wide a range of material risks as possible. Current controls are identified and assessed in terms of effectiveness for all identified risks. Where necessary, further action plans are documented and allocated to management to improve and maintain high level controls.

Risk management continues to be an ongoing and accepted process that is integrated into the day-to day management activities of the University, and the risk governance structures and processes ensure that it remains so.

Risk Register Dashboard as at October 2019

Risk	Current Risk Temperature	Trend	Control Effectiveness	Assurance Provided			Action in Progress	Risk Owner
				1 st	2 nd	3 rd		
<p>Higher Education Funding Crises Long-term financial sustainability; Capping of student fees by Government; Student debt; Changing subsidy arrangements; Quantum of third-stream income and donor funding; Escalating imported inflation and its impact on research, infrastructure, library holdings etc.; Student financing and funding in relation to the missing middle whose family income is above R350 000 who constitute 60% of Wits students.</p>	Near Boiling		Weak	Y	Y	N	50%	Vice-Chancellor, Chief Financial Officer
<p>Institutional Finances Long-term financial sustainability. Public finances and state of public finances. Not enough other forms of income, we need to develop self-sustaining income streams apart from the subsidy environment. Not meeting the fundraising targets. Increased revenue in the past 3 years has led to a new base of staffing and support commitments.</p>	Near Boiling		Weak	Y	Y	P	30%	Vice-Chancellor, Deputy Vice-Chancellor: Advancement, Human Resources and Transformation, Chief Financial Officer
<p>Instability on campus and increasing safety and security risk Political environment in our country. Possibility of resumption of protest by students. Additional costs incurred to protect staff, students and infrastructure during times of protest. Potential harm to staff, students and third parties from safety, health and crime-related hazards. Potential damage to the University's property and assets. Safety and crime at residences.</p>	Near Boiling		Fair	Y	Y	Y	50%	Vice-Principal, Chief Operating Officer

4	<p>Research funding framework challenges Changes to the NRF Funding Framework i.e. changing patterns in NRF funding, impacts particular research indicators, including rating. Potential variance in research productivity, i.e. 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 Higher Education Crises, security and funding.</p>	Very Hot		Weak	Y	Y	Y	30%	Deputy Vice-Chancellor: Research and Post-graduate Affairs, Deans
5	<p>Operating instability caused by deteriorating infrastructure: IT infrastructure - Failure to deliver network project within budget and on time (Challenges with bandwidth, speed and wireless, internal controls, data integrity and disaster recovery planning. Weak IT support.). Cyber risk. Deteriorating condition of existing buildings and facilities - maintenance funding constraints and backlog. No integrated and detailed asset register and maintenance plan.</p>	Very Hot		Fair	Y	Y	N	70%	Chief Operating Officer
6	<p>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). Volatile political climate and confrontations between students and university. Student leadership issues. Lack of social cohesion as a result of student unrest.</p>	Hot		Fair	Y	Y	N	50%	Senior Executive Team, Deputy Vice-Chancellor: Advancement, Human Resources and Transformation



Legend	
Risk	The risk name and the associated root causes or issues.
Current risk temperature	The current risk temperature: Cold, Luke Warm, Warm, Hot or Boiling
Trend	Whether the risk exposure has increased, decreased or stayed the same.
Control effectiveness	The effectiveness of the current controls:
Independent assurance: three lines of defence	1st line of defence: Management Assurance, Risk Owners (Line Managers & Employees) 2nd line of defence: Functional Assurance. 3rd line of defence: Independent Assurance - Specialist Audits, Internal Audit, External Audit, Regulatory bodies.
Action progress	The extent to which action plans have been completed expressed as a percentage
Owner	The risk owner is responsible for monitoring and reporting on the risk CFO: Chief Financial Officer COO: Chief Operating Officer DVC Academic: Deputy Vice-Chancellor: Academic DVC Advancement, HR and Transformation: Deputy Vice-Chancellor: Advancement, Human Resources and Transformation DVC Research and PG Affairs: Deputy Vice-Chancellor: Research and PG Affairs SET: Senior Executive Team VC: Vice-Chancellor VP: Vice-Principal

7. CONCLUSION

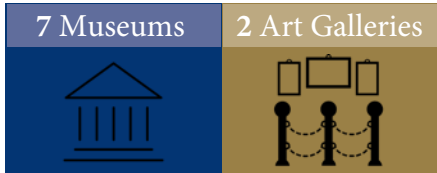
Wits aspires to be a leading research-intensive university, firmly embedded in the top 100 world universities by 2022. As an institution built on principles of intellectual excellence, we are committed to providing high-quality, internationally competitive education, founded on high academic standards, cutting-edge research, public engagement, and productive partnerships. The performance planning reflected in this report is aligned to these aspirations and goals, and articulates the objectives, targets and strategies to advance the achievement of our aspirations.

Please refer any queries to registrar@wits.ac.za.

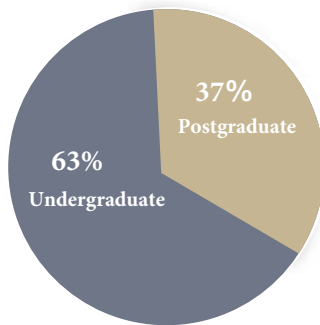
ABOUTWITS

98 YEARS IN 2020

11 libraries
17 residences



TOTAL STUDENTS
40259



1125

Number of Full-Time Permanent Academic Staff

25.67% international
64.47% with PhDs

21 Alumni
awarded National
Orders by the
President

9163

TOTAL GRADUATES (2018)

2

COMMERCIAL
COMPANIES

Wits Enterprise & Wits Health Consortium

largest fossil collections in the
southern hemisphere
internationally recognised as a leader in
paleosciences

5
FACULTIES



13.48%

Science



24.44%

Commerce, Law
& Management



19.93%

Engineering & the
Built Environment



16.44%

Health Sciences



25.71%

Humanities

WORLD RANKINGS
2019/2020

Top 1.3% in the world
#254 (globally)
Centre for World University
Rankings

#1 in Africa

Faculty of Humanities
400

QS World University Rankings

40

BRICS Rankings

194 (globally)
Times Higher Education
Rankings

#201-300 (globally)
Academic Ranking of
World Universities

33

28 A-rated researchers

SCHOOLS

NRF-Rated Researchers 457

3416

23 Distinguished Professors

COURSES

SARChI Research Chairs 30

Home to the Bidvest
Football Club



Wits owns the Sterkfontein
Caves (in the Cradle of
Humankind World
Heritage Site)

home to
4 Nobel
laureates

Sir Aaron Klug
Nadine Gordimer
Nelson Mandela
Sydney Brenner

more than
200 000
DEGREES

conferred since the first graduation
ceremony on 4 October 1922, with around
80 000 students graduating since 1994.

10 national
centres of
excellence

highest number of government
funded centres of excellence in
South Africa

CONTACT

University of the Witwatersrand
1 Jan Smuts Avenue | Braamfontein 2001 | Johannesburg
Private Bag 3 | WITS 2050 | South Africa
Tel: +27 (0)11 717 1000

ADMISSION ENQUIRIES

Tel: +27 (0)11 717 1888 www.wits.ac.za/askwits

FEES

feesoffice.finance@wits.ac.za

FUNDING

info.finaid@wits.ac.za

INTERNATIONAL STUDENT ENQUIRIES

Tel: +27 (0)11 717 1054/5 studysa.international@wits.ac.za

WITS INTEGRITY HOTLINE

Report improper, unethical or illegal conduct or activities related to the
University without fear of victimisation.
+27 82938 4559/69 | wits.integrity@wits.ac.za

MAILING LIST

Should you wish to be placed on a mailing list to receive regular email updates about Wits, please send an
email to: witsnews@wits.ac.za

FEEDBACK AND QUERIES

Please direct any queries regarding this report to registrar@wits.ac.za



ANNEXURE B

Council Self Evaluation Report

UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG



COUNCIL SELF-EVALUATION

Introducing Good Governance Indicators

2019/2020

Prepared by the

Analytics & Institutional Research Unit (AIRU)

Solomon Mahlangu House, 6th Floor

Prepared for

The University Secretariat
The University Council

Council and Secretariat Enquiries

Ms. Carol Crosley
University Registrar
Carol.Crosley@wits.ac.za
011 717 1201

Mr Vernon Nel
Head: Secretariat
Vernon.Nel@wits.ac.za
011 717 1221

Report Enquiries

Ms. Takalani Muloiwa
Institutional Researcher & Bi Analyst
Takalani.Muloiwa@wits.ac.za
011 717 1173

Dr Mxolisi Masango
Head: AIRU
Mxolisi.Masango@wits.ac.za
011 717 4061

AIRU Data Collection and Analysis Team

Ms. Lerato Makuapane
Project Coordinator

Ms. Nokuthula Tabede
Research Assistant

Table of Contents

The Concept of Good Governance in Higher Education

1

Wits' Good Governance Indicators Summary

4

Self-Evaluation Survey Findings 2019

5

The Concept of Good Governance

Good Governance Indicators for Councils of South African Higher Education Institutions

Overview and Aim

Councils are the highest decision-making bodies of public higher education institutions – in this regard, councils are responsible for the good order and governance of institutions and for their mission, financial policy, performance, quality of education and reputation.

As a result of various governance challenges in the South African higher education system, for the 2014-2019 Medium Term Strategic Framework, government committed to develop governance indicators and monitor governance practices of universities – in this regard and on 13 December 2017, the Minister of Higher Education and Training approved the *Guidelines for Good Governance Practice Indicators for Council of South African Public Higher Education Institutions*.

These Guidelines set out the principles and key elements of good governance practices, which can serve as a valuable and practical resource to councils in their governance role, with the indicators purposefully designed for self-assessment by councils to measure their practices in primary areas of governance.

Characteristics of Good Governance Indicators:

- ✓ Indicators should be both quantitative and qualitative
- ✓ Indicators should include primary areas of governance and core functions of teaching, learning, research, community engagement and the governance of institutional resources
- ✓ Indicators should carry equal weighting
- ✓ The number of indicators should not exceed 20

The Concept of Good Governance

Categories for Good Governance Indicators

The following categories of indicators have been used for the development of appropriate governance indicators:

Category One

Strategic Leadership, vision, mission, context and transformation, and risk management and sustainability

Category Two

Governance of core functions of teaching and learning, research and community engagement

Category Three

Governance of resources: Financial, human, equipment and infrastructure

Category Four

Governance of institutional accountability including public reporting

Category Five

Council and Committee meetings and conduct of business

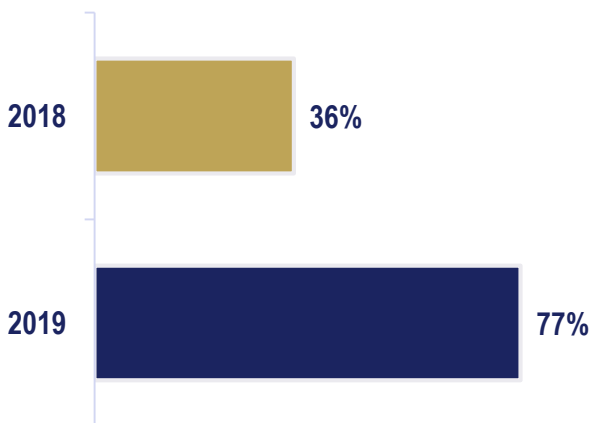
Self Evaluation Survey Findings

Response Summary

Members of the Wits Council were requested to complete an online self-evaluation survey. The self-evaluation exercise provides for a mechanism for the Council to measure practices in primary areas of governance. The request to complete the survey was sent by email by the Registrar of the University on the 8th of October 2019. Members were given until the 21st of October 2019 to complete the survey. The deadline to complete the survey was extended to the 23rd of October to increase the response rate of the survey.

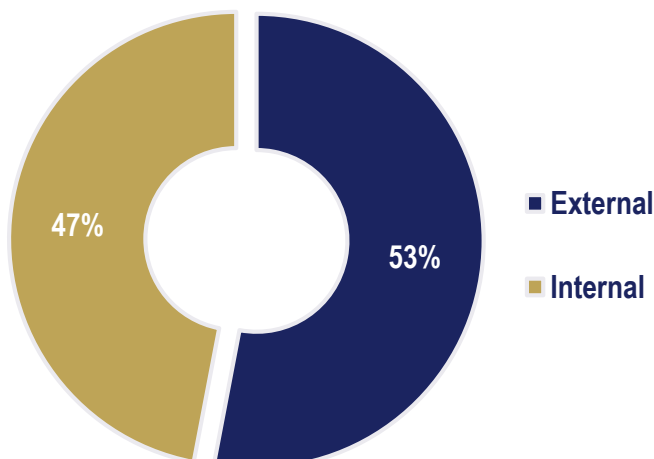
Survey Completion Statistics

Response Rate per Year



The 2019 survey was completed by 77% of the council members (23 out of 30). This was a 43% increase from the 2018 survey.

Distribution of Responses by Member Category



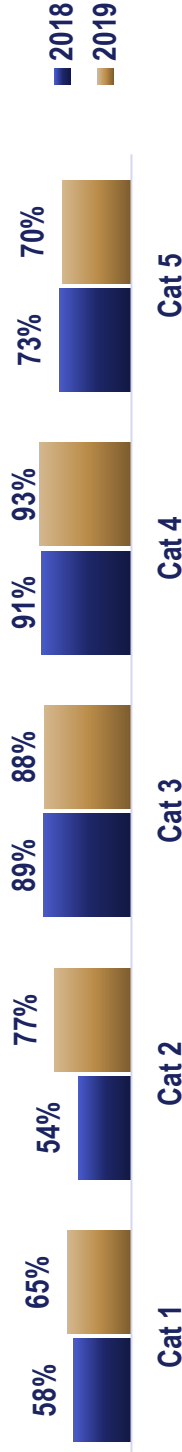
External council members made up just over half of the respondents that completed the 2019 survey.



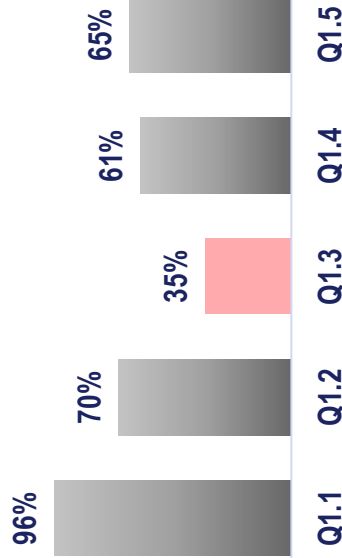
Wits Good Governance Indicators Summary [2019]

The Wits Good Governance Indicators Summary relies on data from the council self-evaluation survey. The 2019 self-evaluation survey was completed by 77% of all the council members. The below summary presents indicators based on the absolute positive scores (all the "true" responses").

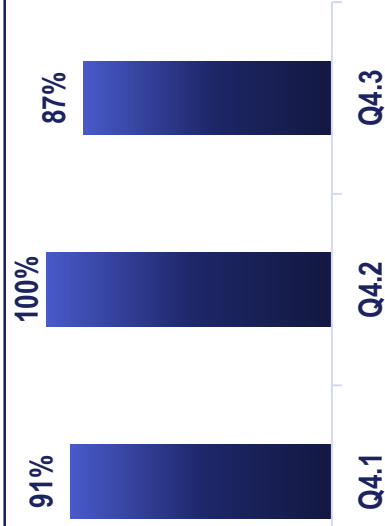
Overall Category Indicators



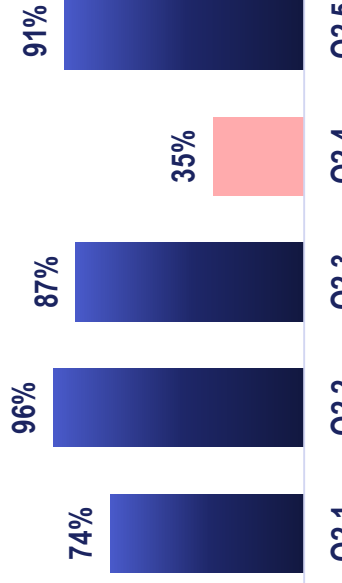
Drill Down: Category 1 (Strat Leadership)



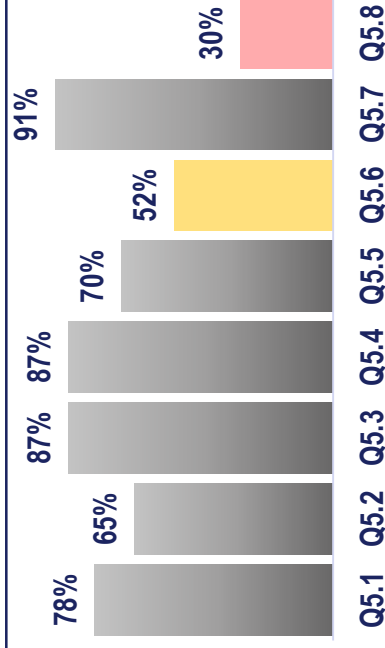
Drill Down: Category 4 (Accountability)



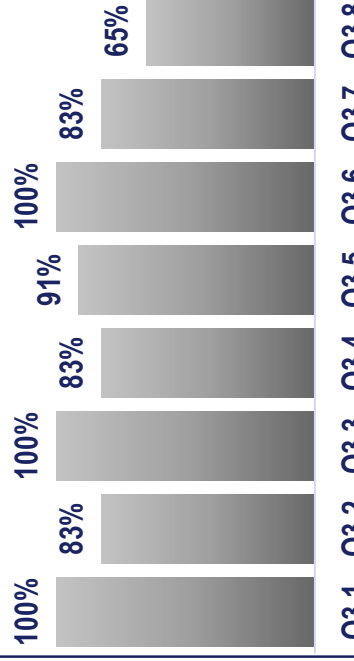
Drill Down: Category 2 (Core Functions)



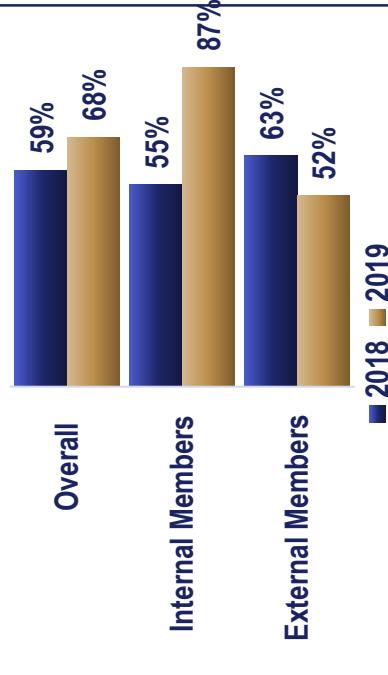
Drill Down: Category 5 (Meetings)



Drill Down: Category 3 (Resources)



Attendance Rate



Wits Council Self-Evaluation Survey Findings

Category 1: Strategic Leadership, vision, mission, context and transformation, and risk management and sustainability

Indicator	True	More true than false	More false than true	False	Comments
1.1 Council reviews the institution's strategic plan, specifically in relation to the institution's annual budget, and other strategic plans such as the academic and financial plans as well as risk management and other sustainability plans annually	96%	0	4%	0	<ul style="list-style-type: none"> • Council has a score card where all the elements are captured and tracked • Strategic planning session is held every year to evaluate where we currently are and set targets for the coming year. • These are standing items on the Council agenda and relevant Council committees deal with the detail related to these • I am not sure whether this is happening in committee, but still at quite a superficial level - although that is beginning to change and improve. • Yes, there is a long term vision too. • Council FINCO and all other sub committees are effective and delivering • Strategy planning workshop provides a platform for discussion around all issues that contribute to sustainable planning
1.2 Council assesses institutional policies and instructional initiatives in terms of approved strategic goals and targets	70%	22%	9%	0%	<ul style="list-style-type: none"> • Don't recall doing this at Council • So many policies are already in place that it is only new policies or a change to an existing policy that will come to council where relevant. There may be policies that are long-standing that are not strategically aligned. • We do this, but at quite a superficial operational level, but with increasing in depth discussion. • Yes, while taking contextual constraints into consideration. • work in progress • Not formally
1.3 Council reviews all the internal and external stakeholder relationships annually	35%	48%	17%	0%	<ul style="list-style-type: none"> • Improvement has been seen with the reintroduction of University forum. More can be done to feed in government policy debates into council deliberations. • We need to firstly identify all our stakeholders thoroughly and then ensure coverage of each • This exercise is ongoing and there is always an effort to ensure participation of external members of Council. • Although Council does this in different ways, it might be an idea to have a more structured way of setting objectives for stakeholder relations and assessing these. • This is not a formal activity, certainly council discusses what perceptions of stakeholder relationships are like but I am not sure there are specific metrics on this. Also in some year's one stakeholder maybe a focus of a specific review the next year another - so to say we do all annually is not correct. This may not be a good question. • Not really aware of the extent to which this is done. • improved internal and external stakeholder relations are evident

Wits Council Self-Evaluation Survey Findings

Category 1: Strategic Leadership, vision, mission, context and transformation, and risk management and sustainability

Indicator	True	More true than false	More false than true	False	Comments
1.4 Council reviews its transformation strategy and policies regularly on the basis of feedback on institutional transformation indicators/targets	61%	35%	4%	0%	<ul style="list-style-type: none"> • This Council takes transformation very serious and is committed to transforming Wits. • This is a critical matter for Council and we track this and discuss strategically on a regular basis • I Think this is done quite well, but room for improvement • Yes, although questions may need to be asked about timelines when targets and indicators will not be the deciding factors and therefore provide the impetus about measures of transformation beyond numbers, demographics, and categories. • Council needs to have a clear strategy around Transformation, not only on composition of its student-base, but in all hierarchical structures, Management and governance structures of the University under Council must be representative of RSA demographics and national targets.
1.5 Council ensures that appropriate steps are instituted in order to meet transformation targets and communicates regularly with its stakeholders on its endeavours in this regard.	65%	26%	9%	0%	<ul style="list-style-type: none"> • I am not sure that we communicate regularly about this. Perhaps only in specific instances. • Partly these questions are a problem as there is more than one question here. We may take appropriate steps - so that would be true but not communicate regularly - so how do you answer this question? • Council must do better in setting KPA's for HRC, IF and SENATE as well as VCO to deliver on this otherwise Council shall have failed. • The slow pace of transformation at academic corps remains worrying.

*Note: Percentages might not add up to 100 due to rounding

Wits Council Self-Evaluation Survey Findings

Category 2: Governance of core functions of teaching and learning, research and community engagement

Indicator	True	More true than false	More false than true	False	Comments
<p>2.1 Council reviews the institution's programme qualification mix (PQM) and enrolment plan annually to ensure alignment to the strategic plan and national objectives - with the knowledge that Senate has scrutinised the academic requirements of these</p>	74%	13%	9%	4%	<ul style="list-style-type: none"> • Not formally • This strategic approach to enrolment targeted improved financial sustainability • There needs to be more engagement regarding the National Agenda. Not to train for the sake of training. • I think this is considered a management job. What council may do is talk about the role of a university in SA and globally and then it is management's job to translate that into specific course content and delivery methods • VC Academic has presented a well-structured feedback to Council Exco
<p>2.2 Council assesses the institution's enrolments, throughput and graduation rates at least once per annum in line with strategic targets set for these</p>	96%	4%	0%	0%	<ul style="list-style-type: none"> • Council is always concerned about the Wits product and throughput. • All seems to be in order
<p>2.3 Council reviews the institution's research and innovation endeavours and outputs against strategically set targets at least once per annum</p>	87%	13%	0%	0%	<ul style="list-style-type: none"> • We aim to be the number one Research intensive University in the country and on the continent. • This is a critical element which Council reviews and assesses because of our aim of keeping the university amongst the top universities nationally and globally • Although, caution ought to be exercised in solely relying on the metrics but also looking at the wider contribution within a university community which is involved in community engagement and the formation of future graduates, professionals, and thinkers. • We seem to be excelling here • This tracking against strategic objectives raised research output significantly with attendant benefits of increased third stream income as well rankings

Wits Council Self-Evaluation Survey Findings

Category 2: Governance of core functions of teaching and learning, research and community engagement

Indicator	True	More true than false	More false than true	False	Comments
2.4 Council reviews the institution's community engagements endeavours against strategically set targets at least once per annum	35%	48%	17%	0%	<ul style="list-style-type: none"> • Not formally • I am not aware of specific community engagements • Wits is part and parcel of the bigger South African community. • I don't think we do this in a structured way. There is room for improvement • This is not prioritised in the same way as teaching and research and this is likely due to the fact that it is not linked to income. • Not sure how much this is done? • I do not seem to recall much on this aspect being addressed although it may be subsumed under other topics. • We need to improve on this • Wits must do more in surfacing impact on society which is considerable
2.5 Council receives and considers regular reports from senate and institutional forum on the core business of the institution and other institution culture imperatives	91%	4%	4%	0%	<ul style="list-style-type: none"> • This can be seen through a strong and engaging University Forum and Senate. • Not really from Senate? Although not quite sure what that would look like? • All in order here, more high level stuff, not much to engage on.

*Note: Percentages might not add up to 100 due to rounding

Wits Council Self-Evaluation Survey Findings

Category 3: Governance of resources: Financial, human, equipment and infrastructure

Indicator	True	More true than false	More false than true	False	Comments
3.1 Council approves the institution's budget, especially in relation to the institution's strategic plan, and regularly reviews the institution's income and expenditure against the budget	100%	0%	0%	0%	<ul style="list-style-type: none"> • A more rigorous approach need to be followed to ensure adequate funding of strategic objectives • Since the aftermath of #Feesmustfall we remain vigilant regarding financial discipline and ensuring the future and sustainability of Wits. • Council depends on its CFO and Finance Committee, but is very diligent in critiquing the outputs and reports. • All in order
3.2 Council receives and considers regular reports from internal audit and engages with the external auditors at least once per annum	83%	4%	13%	0%	<ul style="list-style-type: none"> • Don't recollect doing this formally at council • Via Audit Committee • This is more done by the Audit Committee of Council. • The chair of the ARC also meets with external auditors at least 3 times a year • Through its committees, not as whole council. • We need to improve here
3.3 Council approves the institution's annual financial statements and takes appropriate steps in the case of qualified external audit opinions	100%	0%	0%	0%	<ul style="list-style-type: none"> • The finances of Wits are in capable hands. • No qualified AFS to date • CFO and Council FINCO leading on this
3.4 Council evaluates and approves the institution's IT governance systems and policies in relation to the institution's strategic objectives	83%	13%	4%	0%	<ul style="list-style-type: none"> • Via ICT committee • In recent years we spent a lot on improving our ICT infrastructure in our quest to be a ICT savvy University and to meet the challenges of the 4IR. • Not sure there is capacity for this??? • All in order
3.5 Council has in place legally sound and fair appointment policies for all staff and in particular for the Vice-Chancellor and members of the senior management	91%	4%	4%	0%	<ul style="list-style-type: none"> • This has always been a transparent exercise. • Current policies need to be reviewed , more transparency and fairness must be seen going forward

Wits Council Self-Evaluation Survey Findings

Category 3: Governance of resources: Financial, human, equipment and infrastructure

Indicator	True	More true than false	More false than true	False	Comments
3.6 Council reviews the performance of the Vice-Chancellor regularly each year with a view to corrective steps being taken where needed	100%	0%	0%	0%	<ul style="list-style-type: none"> Via RemCom This is part of our proud history All in order
3.7 Council reviews and approves all building and infrastructure projects as well as procurement of services in terms of its decision-making delegations	83%	13%	4%	0%	<ul style="list-style-type: none"> Don't know Infrastructure and maintenance thereof is high on the agenda of this Council as we wish to preserve Wits for generations to come. Council does not review ALL building and infrastructure projects, but considers critical ones All in order
3.8 Council has in place working whistle blowing services and receives regular reports on alleged fraudulent and corrupt activities in the University	65%	22%	9%	4%	<ul style="list-style-type: none"> Don't know It is difficult to vouch for this, Council is not regularly appraised on any whistle blowing services, although these do exist I suspect that this is more a management job and it is not routinely reported to council. The Chair certainly does get some input about this and maybe directly from whistle blowers but he may not always inform council of this Not sure? VCO Hotline

*Note: Percentages might not add up to 100 due to rounding

Wits Council Self-Evaluation Survey Findings

Category 4: Governance of institutional accountability including public reporting

Indicator	True	More true than false	More false than true	False	Comments
4.1 Council receives and considers institutional reports from the Vice-Chancellor in a format and covering items as approved by it at each meeting of council	91%	9%	0%	0%	<ul style="list-style-type: none"> • These are very good • This is always the highlight of our meetings and serves to update Council as to some of the issues on the ground • All in order
4.2 Council considers and approves the institution's annual performance plan and the accompanying performance report for DHET and ensures its timeous submission to DHET	100%	0%	0%	0%	<ul style="list-style-type: none"> • We are always on time with this report thanks to the support of our Registrar. • Annually at Strat plan
4.3 Council participates constructively, through its members nominated for this purpose, in meetings of Senate and the institutional forum	87%	9%	4%	0%	<ul style="list-style-type: none"> • There is constructive engagement between Council, Senate and Forum. External members of Council play their part in these structures. • Not sure this really happens enough? • All in order

*Note: Percentages might not add up to 100 due to rounding

Wits Council Self-Evaluation Survey Findings

Category 5: Council and Committee meetings and conduct of business

Indicator	True	More true than false	More false than true	False	Comments
5.1 Council has in place and regularly uses the following good governance instruments: -A set of institutional rules covering provisions within the institutional stature in greater detail; -a code of conduct; -conflict of interest declaration procedures; -a comprehensive decision-making delegations framework; -a council performance assessment instrument; -a performance agreement between itself and the Vice-Chancellor	78%	17%	4%	0%	<ul style="list-style-type: none"> • There are regular meetings of Council committees. • All in order • Very good
5.2 Council annually has workshops for all council members covering the induction of any new members and all strategic planning matters	65%	30%	0%	4%	<ul style="list-style-type: none"> • Never been exposed to one • I am not sure how exactly this is taking place. In any event we must ensure that it is properly done. • By way of a Council Strategic Session • 100% • Good
5.3 Council has ensured that its institutional statute and /or institutional rules include membership criteria for members of council and its committees and applies these rigorously	87%	13%	0%	0%	<ul style="list-style-type: none"> • 100% • Comprehensive
5.4 Council continually ensures that all committees operate in terms of council approved charters and takes the necessary remedial steps in cases where this proves to be not so	87%	9%	4%	0%	<ul style="list-style-type: none"> • Charters should be reviewed by Council annually. • Our committees are the backbone of Council. • Not sure? • all in order • Well managed
5.5 Council has ensured that its institutional rules include membership criteria for members of council and its committees and applies these rigorously	70%	22%	9%	0%	<ul style="list-style-type: none"> • There is a limitation to this because of constituency appointments to Council and no assurance criteria being met • All in order • Rigorous

Wits Council Self-Evaluation Survey Findings

Category 5: Council and Committee meetings and conduct of business

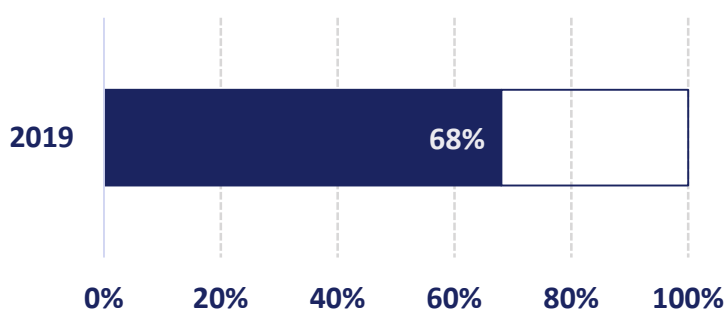
Indicator	True	More true than false	More false than true	False	Comments
5.6 Council agendas and supporting documentation are in an appropriate format and delivered at least 7 working days before each council meeting with no or minimum of supplementary agendas permitted	52%	43%	0%	4%	<ul style="list-style-type: none"> Documents not always delivered on time Packs are sometimes only available electronically and I still have not been able to access these despite raising it numerous times. It is not always not possible to get all meeting documents at least 7 days before the meeting. Be that as it may we, we always get the documents in time to prepare for the meetings. All in order Very thorough
5.7 Council and specifically the chairperson ensures that accepted meeting procedures are adhered to strictly	91%	9%	0%	0%	<ul style="list-style-type: none"> This is done in a world-class manner Structured
5.8 Council ensures that apart from its own annual self-evaluation it is evaluated externally at least every 3 years by peers such as 1 or 2 former Vice-Chancellors and former registrars	30%	30%	30%	9%	<ul style="list-style-type: none"> Have not been exposed to one I have only served on the Council for a year and therefore not in a position to answer this question with confidence. I have not been on the Council long enough to answer fully, in my 2 years on board this has not happened. I have no knowledge of this practice being in place and therefore unable to rate it appropriately I am not aware of this being done I don't know if this happens Not aware that this is done? I do not have experience of this process. Comprehensive

*Note: Percentages might not add up to 100 due to rounding

Self Evaluation Survey Findings

Category 5: Council and Committee meetings and conduct of business

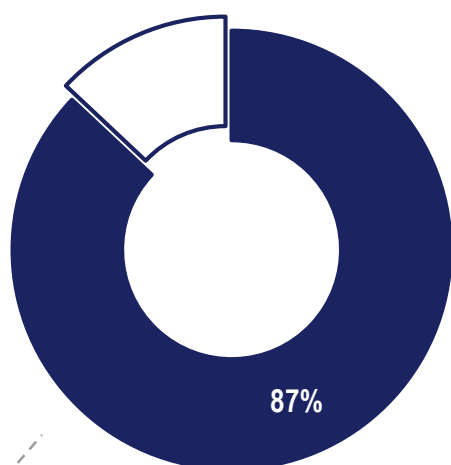
Average Attendance of council meetings, 2019



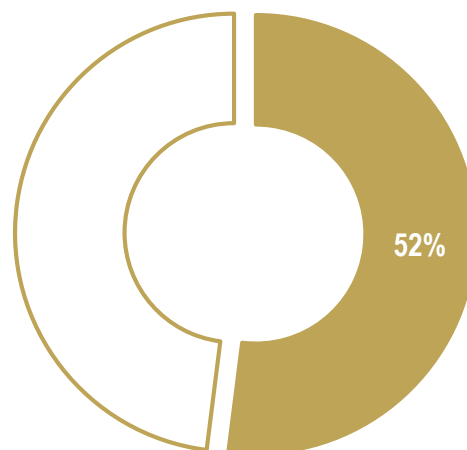
The overall average attendance has increased by 9% from the previous year.

Average Attendance of council meetings, 2019

Internal Council Members



External Council Members



The average attendance rate for internal council members has increased by 12% from 2018, while the average attendance rate for external council members has decreased by 11%.

Note:

- The attendance data was extracted from the Council Return of Attendance Report.
- The average attendance rate was calculated based on the three meetings that have taken place in 2019.
- DHET requires that institutions report on both council meeting and council committee meetings, however, this analysis excludes the council committees meeting (indicator 5.9).



UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG

2019 © Analytics & Institutional Research Unit (AIRU)

www.wits.ac.za



ANNEXURE C

Employment Equity Report

**PLEASE READ THIS FIRST****SECTION A: EMPLOYER DETAILS & INSTRUCTIONS****PURPOSE OF THIS FORM**

This form enables employers to comply with Section 21 of the Employment Equity Act 55 of 1998, as amended.

This form contains the format for employment equity reporting by designated employers to the Department of Employment and Labour.

WHO COMPLETES THIS FORM?

All designated employers. Employers who wish to voluntarily comply with Chapter 3 of the Act are also required to complete this form.

WHEN SHOULD EMPLOYERS REPORT?

Designated employers must submit their report annually on the first working day of October or by 15 January of the following year in the case of electronic reporting.

Employers who become designated on or after the first working day of April but before the first working day of October must only submit their first report on the first working day of October of the following year.

SEND TO:

Employment Equity Registry
The Department of Employment and Labour
Private Bag X117
Pretoria 0001

Online Reporting:
www.labour.gov.za
Helpline: 0860101018

NO FAXED OR E-MAILED REPORTS WILL BE ACCEPTED

Trade name	UNIVERSITY OF THE WITWATERSRAND
DTI registration name	
DTI registration number	
PAYE/SARS number	7940722731
UIF reference number	1368958
EE reference number	6058
Seta classification	EDUCATION, TRAINING AND DEVELOPMENT PRACTICES
Industry/Sector	EDUCATION
Industry Sub Sector	Higher education
Bargaining Council	Other
Telephone number	0117171468
Postal address	PRIVATE Bag 3 WITS WITS
City/Town	JOHANNESBURG
Postal code	2050
Province	GAUTENG
Physical address	1 Jan smuts Avenue WITS WITS
City/Town	JOHANNESBURG
Postal code	2050
Province	GAUTENG
Details of CEO/ Accounting Officer at the time of submitting this report	
Name and surname	Prof Adam Habib
Telephone number	0117171101
Fax number	0117171463
Email address	Adam.Habib@wits.ac.za
Details of Employment Equity Senior Manager at the time of submitting this report	
Name and surname	Neo Bokaba
Telephone number	0117171468
Fax number	0117171102
Email address	neo.bokaba@wits.ac.za
Information about the organization at the time of submitting this report	
Business type	Educational Institution
Number of employees in the organization	150 or more
Is your organization an organ of State?	No
Is your organisation part of a group / holding company? If yes, please provide the name.	No
Year for which this report is submitted	2019

Please indicate below the preceding twelve month period the report covers (except for first time reporting where the period may be shorter):

From (date): **01/01/2019**

To (date): **31/12/2019**

Please indicate below the duration of your current employment equity plan:

From (date): **01/12/2017**

To (date): **30/11/2022**

PLEASE READ THIS FIRST

- a. The report should cover a twelve month period, except for first time reporting where this may not be possible and the months covered should be consistent from year to year for the duration of the plan.
- b. Employers must complete the EEA2 and the EEA4 forms and submit them together to the Department of Employment and Labour. Reports submitted by employers to the Department may only be hand delivered, posted or submitted online by the first working day of October or by 15 January of the following year only in the case of electronic reporting.
- c. An employer who becomes designated on or after the first working day of April, but before the first working day of October, must only submit its first report on the first working day of October in the following year.
- d. "Designated groups" mean Black people (i.e. Africans, Coloureds and Indians), women and people with disabilities who are citizens of the Republic of South Africa by birth or descent; or became citizens of the Republic of South Africa by naturalization (i) before 27 April 1994 or (ii) after 26 April 1994 and who would have been entitled to acquire citizenship by naturalisation prior to that date but who were precluded by apartheid policies.
- e. The alphabets "A", "C", "I", "W", "M" and "F" used in the tables have the following corresponding meanings and must be interpreted as "Africans", "Coloureds", "Indians", "Whites", "Males" and "Females" respectively.
- f. "Temporary employees" are those employees employed for less than three months.
- g. Guidelines on occupational levels are provided in the EEA9 Annexure of these regulations.
- h. **Numerical goals** must include the entire workforce profile, and **not** the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve at the end of its employment equity plan (EE Plan).
- i. **Numerical targets** must include the entire workforce profile, and **not** the difference between the current workforce profile and the projected workforce profile the employer seeks to achieve by the next reporting period.
- j. All areas of the form must be fully and accurately completed and submitted by employers. Designated employers who fail to observe this provision will be deemed not to have reported.
- k. Employers must **not** leave blank spaces, use 'not applicable' (NA) or a 'dash' (-) when referring to the value "0" (Zero) or the word "No".

SECTION B: WORKFORCE PROFILE**1. WORKFORCE PROFILE**

1.1 Please report the total number of **employees** (including employees with disabilities) in each of the following **occupational levels**: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	1	2	0	0	0	1	0	0	0	6
Senior management	5	3	5	12	0	1	1	10	10	1	48
Professionally qualified and experienced specialists and mid-management	205	48	87	321	279	80	144	391	263	131	1949
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	337	28	25	49	581	115	89	102	28	42	1396
Semi-skilled and discretionary decision making	711	5	4	2	322	8	4	3	4	2	1065
Unskilled and defined decision making	396	1	0	0	668	0	0	1	11	7	1084
TOTAL PERMANENT	1656	86	123	384	1850	204	239	507	316	183	5548
Temporary employees	31	4	10	31	70	4	15	51	30	33	279
GRAND TOTAL	1687	90	133	415	1920	208	254	558	346	216	5827

1.2 Please report the total number of **employees with disabilities only** in each of the following occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	1	1	12	2	1	1	5	2	1	27
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	2	0	0	1	8	1	0	4	0	0	16
Semi-skilled and discretionary decision making	4	0	0	0	1	0	0	0	0	0	5
Unskilled and defined decision making	4	0	0	0	2	0	0	0	0	0	6
TOTAL PERMANENT	11	1	1	13	13	2	1	9	2	1	54
Temporary employees	0	0	0	0	3	0	0	2	0	0	5
GRAND TOTAL	11	1	1	13	16	2	1	11	2	1	59

SECTION C: WORKFORCE MOVEMENT**2. Recruitment**

2.1 Please report the total number of new recruits, **including people with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	1	0	0	0	0	1	1	0	3
Professionally qualified and experienced specialists and mid-management	38	5	4	20	36	6	7	21	30	16	183
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	69	5	5	13	107	14	9	15	15	21	273
Semi-skilled and discretionary decision making	50	0	1	2	37	4	1	3	1	1	100
Unskilled and defined decision making	27	0	0	0	88	0	0	0	0	0	115
TOTAL PERMANENT	184	10	11	35	268	24	17	40	47	38	674
Temporary employees	31	3	3	28	54	5	7	46	40	26	243
GRAND TOTAL	215	13	14	63	322	29	24	86	87	64	917

3. Promotion

3.1 Please report the total number of promotions into each occupational level, **including people with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	1	0	0	0	1
Senior management	0	1	2	1	1	0	0	1	0	0	6
Professionally qualified and experienced specialists and mid-management	14	4	5	15	26	10	10	18	21	15	138
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	0	0	1	32	5	2	3	0	1	59
Semi-skilled and discretionary decision making	7	0	0	0	4	0	0	0	0	0	11
Unskilled and defined decision making	1	0	0	0	1	0	0	0	0	0	2
TOTAL PERMANENT	37	5	7	17	64	15	13	22	21	16	217
Temporary employees	0	0	0	0	2	0	0	3	2	0	7
GRAND TOTAL	37	5	7	17	66	15	13	25	23	16	224

4. Termination

4.1 Please report the total number of terminations in each occupational level, **including people with disabilities**.

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	1	0	0	0	2	1	0	5
Professionally qualified and experienced specialists and mid-management	22	5	4	33	36	7	14	35	25	8	189
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	69	3	5	18	102	21	16	20	12	9	275
Semi-skilled and discretionary decision making	36	0	0	0	45	3	1	2	1	1	89
Unskilled and defined decision making	13	0	0	0	14	0	0	0	1	1	29
TOTAL PERMANENT	141	8	9	52	197	31	31	59	40	19	587
Temporary employees	22	4	5	37	72	2	13	60	50	36	301
GRAND TOTAL	163	12	14	89	269	33	44	119	90	55	888

SECTION D: SKILLS DEVELOPMENT

5. Skills Development

5.1 Please report the total number of people **including people with disabilities**, who received training **ONLY** for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	0	1	0	0	0	0	0	0	1
Senior management	0	0	1	4	0	0	0	5	10
Professionally qualified and experienced specialists and mid-management	43	7	14	61	148	23	95	149	540
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	44	2	2	4	140	48	38	46	324
Semi-skilled and discretionary decision making	19	2	0	0	14	1	0	0	36
Unskilled and defined decision making	9	0	0	0	12	0	0	0	21
TOTAL PERMANENT	115	12	17	69	314	72	133	200	932
Temporary employees	1	1	1	0	5	4	0	9	21
GRAND TOTAL	116	13	18	69	319	76	133	209	953

SECTION E: NUMERICAL GOALS & TARGETS

6. Numerical Goals

6.1 Please indicate the numerical goals as contained in the EE Plan (i.e. the entire workforce profile **including people with disabilities**) you project to achieve at the end of your current Employment Equity Plan in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	1	2	0	2	0	0	0	1	0	8
Senior management	18	2	1	17	14	1	2	10	8	0	73
Professionally qualified and experienced specialists and mid-management	667	40	90	343	526	76	144	425	285	127	2723
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	621	23	35	73	551	137	104	164	33	38	1779
Semi-skilled and discretionary decision making	585	15	15	69	302	18	14	68	11	3	1100
Unskilled and defined decision making	407	18	16	76	581	14	14	65	3	5	1199
TOTAL PERMANENT	2300	99	159	578	1976	246	278	732	341	173	6882
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2300	99	159	578	1976	246	278	732	341	173	6882

7. Numerical Targets

7.1 Please indicate the numerical targets as contained in the EE Plan (i.e. the workforce profile **including people with disabilities**) you project to achieve at the end of the next reporting cycle, in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	1	2	0	2	0	0	0	1	0	8
Senior management	18	2	1	17	14	1	2	10	8	0	73
Professionally qualified and experienced specialists and mid-management	667	40	90	343	526	76	144	425	285	127	2723
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	621	23	35	73	551	137	104	164	33	38	1779
Semi-skilled and discretionary decision making	585	15	15	69	302	18	14	68	11	3	1100
Unskilled and defined decision making	407	18	16	76	581	14	14	65	3	5	1199
TOTAL PERMANENT	2300	99	159	578	1976	246	278	732	341	173	6882
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2300	99	159	578	1976	246	278	732	341	173	6882

SECTION F: MONITORING & EVALUATION

8. Consultation

8.1 Please indicate below the stakeholders that were involved in the consultation process when developing and implementing your Employment Equity Plan and the preparation of this Employment Equity Report.

Consultation	Yes	No
Consultative body or employment equity forum	Yes	
Registered trade union (s)		No
Employees	Yes	

9. Barriers and affirmative action measures

9.1 Please indicate which categories of employment policy or practice barriers to employment equity were identified. If your answer is 'Yes' to barriers in any of the categories, please indicate whether or not there are affirmative action measures developed and the time-frames to overcome them.

Categories	Barriers	Affirmative Action Measures	Timeframe for Implementation of AA Measures	
			Start Date (DD/MM/YYYY)	End Date (DD/MM/YYYY)
Recruitment Procedures	No	No		
Advertising Positions	No	No		
Selection criteria	No	No		
Appointments	No	No		
Job classification and grading	No	No		
Remuneration and benefits	No	No		
Terms and conditions of employment	No	No		
Job assignments	Yes	Yes	01/01/2020	31/12/2021
Work environment and facilities	No	No		
Training and development	No	No		
Performance and evaluation systems	No	No		
Promotions	Yes	Yes	01/01/2020	31/12/2021
Transfers	No	No		
Succession and experience planning	Yes	Yes	01/01/2020	31/12/2021
Disciplinary measures	No	No		
Dismissals	No	No		
Retention of designated groups	No	No		
Corporate culture	Yes	Yes	01/01/2020	31/12/2021
Reasonable accommodation	No	No		
HIV and AIDS education and prevention programmes	No	No		
Assigned senior manager(s) to manage EE implementation	No	No		
Budget allocation in support of employment equity goals	No	No		
Time off for employment equity consultative committee to meet	No	No		

10. Monitoring and evaluation of implementation:

10.1 How regularly do you monitor progress on the implementation of the Employment Equity Plan? Please choose one.

Monthly	Quarterly
	Quarterly

10.2 Did you achieve the annual objectives as set out in your Employment Equity Plan for this period?

Yes	No	Please explain
Yes		Overall we have meet the targets. The drivers that have been designed and implemented within the institution with reference to policy, procedures and practices have ensured that equity goals and targets of the university can be promoted and achieved. The nature of these intervention have been considered comprehensively and will be further enhanced within the short term in order to address barriers identified within the institution.

EEA2 Section G: Signature of the Chief Executive Officer/ Accounting Officer

Chief Executive Officer/Accounting Officer
<p>I Prof Adam Habib (full Name) CEO/Accounting Officer of UNIVERSITY OF THE WITWATERSRAND hereby declare that I have read, approved and authorized this information.</p> <p>Signed on this 18th day of December (month) year 2019</p> <p>At (place) : Braamfontein</p> <p>Chief Executive Officer/Accounting Officer</p>



————— ANNEXURE D —————
Institutional Scorecard

2019 SCORECARD

The Senior Executive Team, after consultation with various constituencies within the University and with approval from Council determined Key Performance Drivers as set out below in accordance with the University's vision and strategic goals. 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 SET (Senior Executive team) in driving excellence and improvement by measuring and managing the identified drivers below

Strategic Goal	Source	Targets and Objectives			Final achievement at year-end
1. Teaching Effectiveness & Enrolment (30% Weight)					
Indicator / performance driver	Source	Base	Year-end target	Year-end stretch	Achieved
1.1 Undergraduate Enrolment - New 1st Years	Registrar / VP / DVC Academic	5676	5200	5100	Score $\frac{25.5}{30}$
1.2 Undergraduate Completion of degrees	VP / DVC Academic	4730	4820	4900	5358
1.3 Post Graduate Enrolment - Honours, Masters and PhD + PG Diplomas at NQF Level 8	DVC Research/ Registrar	14050	14448	14600	4846
1.4 Online Rollout Programme	VP / DVC Academic	Developed plan which reflects appreciable income through the offerings of online programs, Wits Plus and MOOCS			14701
1.5 Post Graduate graduations - honours, Masters and PhD completion of degrees	DVC Research/ Registrar	3533	3600	3660	Distinct students enrolled in online programme are 197 students enrolled in 409 modules. These student registration numbers exceed the targets in the enrolment plan for online registrations for 2019. The target for 2019 was 150 student registrations. Three full online programmes are live (PG Dip in Administration, PG Dip in Management, PG Dip in Digital Business). Ten MOOCs are live with total registrations exceeding 74000. Twenty one online short courses are live. 4673

1.6	Science, Engineering and Technology Profile	VP / DVC Academic	50.2	50.7	51.0	50.4%
2. Research Output and Profile (25% Weight)						
Score $\frac{22.5}{25}$						
Indicator / performance driver						
		Source	Base	Year-end target	Year-end stretch	Achieved
2.1	Accredited Research Output (measured in DHET units)	DVC Research	2 050	2 153	2 255	1963.00
2.2	Proportion of Journal Articles published in ISI and IBSS indexed journals	DVC Research	86%	87%	89%	92%
2.3	Number of academic staff publishing and reporting research, measured on a rolling three year average basis	DVC Research	741	750	800	758
2.4	Postdoc productivity: number of accredited publications per postdoc averaged over a rolling 3 year period	DVC Research	1.02	1.07	1.12	2.60
2.5	Research Contracts Income for the Wits Group	DVC Research	R 2 151 263 000.00	R 2 366 389 300.00	R 2 473 952 450.00	R2 254 420 = 2018 . The final 2019 number will only be known after the audit in May 2020.
3. Technology and Infrastructure (5% Weight)						
Score $\frac{3.5}{5}$						
Indicator / performance driver						
		Source	Objectives	Achieved		
3.1	Deliver ICT projects to enable Digital Learning	COO	<ol style="list-style-type: none"> 1. Implement a fully functional Smart Classrooms Solution by June 2019 2. Deliver the Campus-based Digital Learning Centre (ICT Libraries Project) by October 2019 3. Migrate emails to the Cloud Strategy by December 2019 4. Implement the Cyber Security Strategy by December 2019 	<ol style="list-style-type: none"> 1. The Smart Classroom Pilot Project is taking place in both the Braamfontein (two venues) and Parktown Campuses (one venue) Project completed 2. The ICT Libraries Project is in execution phase and will be completed by 28 Feb 2020. 3. The project to migrate all emails to cloud was completed in April 2019. 		

4. The cyber security strategy has been approved by all governance structures and is in implementation. All steps/phases were completed by end of December 2019.			
<p>1. Project delivery is delayed and a recovery plan has been implemented for which were communicated.</p> <p>2. Events are being approved in accordance with agreed plan. Programme being rolled out in accordance with the 2-5 year Maintenance Plan shared in the Risk Management Meetings.</p>	<p>1. Implement and commission a Wits-tailored asset management system by December 2019.</p> <p>2. Compliance with JOC requirements for identified critical venues</p>	COO	3.2
<p>1. The new Wits Built Environment Professional Services Database has been established. Execution of projects is now expedited by the assignment of professional teams to the new cycle of 2019 - 2021 DHET IEG funded projects.</p> <p>2. Annual DHET IEG Oversight visit conducted on 03 October 2019 successfully. DHET report was expected by end November 2019 which will also report on our extent of adherence to their compliance requirements.</p> <p>3. DHET IEG 2019 - 2021 funding tranche released in full by DHET in response to 2018 Annual Progress report submitted on 01 May 2019 via the MicroInfrastructure Fund Portal.</p> <p>4. Awards received for 2 funded projects in the design/architectural category - the CLM Post Graduate Centre and the Wits Rural Campus Design</p>	<p>1. Implement the approved 2018- 2021 DoHET IEG Programme</p> <p>2. Adhere to all DoHET's reporting and compliance requirements</p>	COO	3.3
<p>1. Energy Plan: The Solar PVs, Solar Hot water, BMS projects rolled out and implemented according to plan - reduction of 5% achieved as presented in the Sustainability Reports. Back-up generators have been rolled out throughout campuses Remaining items were earmarked to be completed by the end of Dec 2019. Supporting infrastructure like switchgear and associated electrical reticulation systems have also been upgraded to ensure reliable and sustainable quality of power supply. The combined success of all these projects is the key driver of the Energy Plan envisaged for implementation in 2020 per the September 2019 SET Retreat Proposal.</p> <p>Water: Bulk water storage tank has been installed to save on water consumption and to ensure supply during water outages. Water consumption also being monitored by means of data loggers located at various sites on all Campuses- total saving of water approx. 1 million litres a day (47 208 litres per hour) as reported by the service provider Aquatrip. Conversion of use of domestic water to Borehole water in identified strategic locations</p>	<p>2017 Energy & water consumption data</p> <p>4% reduction on energy</p> <p>5% reduction on water & energy</p> <p>Drive sustainability initiatives:</p> <p>1. Energy</p> <p>2. Green Savermake initiatives</p> <p>3. Eco-friendly vehicles</p> <p>4. Campus bicycle system</p> <p>5. Implement waste management initiatives</p>	COO	3.4

						<p>2. Savernake initiatives. Household appliances have been replaced with eco-friendly options where possible. 120litre recycling bins were delivered for family and staff usage. Aerators have been installed in taps to prevent water loss. Wet waste bin was installed in small kitchen in October 2019. Grey water harvesting is being assessed for 2020 budget.</p> <p>3. The number of University-owned petrol vehicles is being actively reduced and replaced with eco-friendly carbon emission reduced diesel vehicles. 5 X battery operated golf carts have been purchased as an initiative to reduce emissions. Investigations are on-going with respect to the feasibility of full electric vehicles.</p> <p>4. A Bicycle survey questionnaire to be run on the intranet has been developed aimed at gathering information from Staff, Students and Visiting Academics. The full process was completed by in 2019</p>
4. Finance (10% Weight)						
Indicator / performance driver		Source	Objectives			Achieved
4.1	Deliver council approved break-even budget and residence budget of R21million deficit	CFO	R21m	break even Council and res.	R-10m combined net	Half year results delivered a positive surplus result against a break even target for Council controlled Budget and the residences result is a smaller loss than budgeted.
4.2	A rebrokering and review of Investment Managers and a tender to review Bankers to the University, to increase return on surplus funds above R126m in budget of 2019.	CFO	R126m	R130m	R138m	Transition of bankers and investment managers will started in January 2020 as all new appointments have been decided upon.
4.3	Deliver unqualified financial statements by the DHET deadline for 2018/9.	CFO	30 Jun 2019			Target met.
5. Institutional Culture (5% Weight)						
Indicator / performance driver		Source	Objectives			Achieved
Score $\frac{9.3}{10}$						
Score $\frac{4}{5}$						

5.1	Safety and security initiatives	COO	<p>1. Implement an approved Security Plan by March 2019</p> <p>2. Implement a Visitors Management System by March 2019</p> <p>3. Fully-functional cameras installed in all exam rooms by June 2019</p> <p>4. Deliver a platform for access control integration by June 2019</p>	<p>1. The 2019 Security Plan was approved in the February 2019 SET Retreat and implementation is on track with lock-down facilities in all campuses as well as Crime Prevention Aquatrip was completed in December 2019.</p> <p>2. The Visitor Management System (VMS) is being implemented and currently being rolled out in all the University entrances.</p> <p>3. All major exams venues have been fitted with cameras to monitor security and exam rules breaches.</p> <p>4. A feasibility study has been conducted and a platform has been identified for the Smart Campus Technology that will be able to identify security breaches. The rollout of this solution is subject to the budget availability as discussed in the February 2019 SET Retreat.</p>	
5.2	Staff wellness	DVC HR/ Transformation	Implement an awareness campaign, e.g. Park runs, and smoke free zones. Extend the Health and Wellness strategy initiatives	A comprehensive and holistic staff wellness programme which addresses both the physical and mental wellbeing of staff has been rolled out. The Mpil'enhle Wellness Programme was officially launched on 2 September 2019. Kaeolo Lifestyle has been appointed to establish the Wits Health and Wellness node.	
5.3	Student wellness	Dean of Students	<p>1. Organisational review of CCDU working model and benchmarking process by October 2018.</p> <p>2. Develop a comprehensive plan and consultative implementation process for day student support</p>	Final Benchmarking to take place at University of Limpopo. Benchmarking Report to feed into the Institutional scorecard objectives as well as strategic planning for 2020.	
5.4	Campus Housing and Residence	Dean of Students	Plan training of staff and volunteer programme on gender, diversity and transformation	An accreditation procedural document is being developed.	
5.5	First year enrolments in residences	Dean of Students	1500 first year students currently in residence, target for 2019 is for a 20% increase in this number, thus to 1800.	Admissions policy was approved in Dec meeting of Council. All Warden contracts have been reviewed and vacancies are being advertised. Wardening priority will include the first years support and success.	
6. Transformation (10% Weight)					
Indicator / performance driver		Source	Year-end target	Year-end stretch	Achieved
6.1	Staffing - race	DVC HR/ Transformation	24%	26%	24.0%
Score $\frac{7.5}{10}$					

6.2.	Staffing – gender / race	DVC HR / Transformation	3%	4%	5%	2.8%
6.3	Number of Staff with Doctoral degrees	VP/ DVC Academic/ DVC HR / Transformation	913	930	945	941
6.4	Curriculum Reform	VP				Common first year for Engineering Students have been successfully implemented this year. Language courses for BA students and BSc Engineering students have also been implemented successfully. All courses have shown high success rates for 1st semester. (Second semester results were still pending at time of approval of Scorecard)
7. Fundraising (5% Weight)						
Indicator / performance driver		Source	Base	Year-end target	Year-end stretch	Achieved
7.1	Fundraising projects - new money raised	DVC HR /Transformation	R110 mi	R120m	R125m	R134 million
7.2	Centenary Campaign	DVC HR o/Transformation DVC HR o/Transformation	Promote fundraising initiatives and finalise strategy			Our total cash and pledges raised since January 2018 steadily growing. With the new amendments on the BBBEE we are now adding corporate strategy on getting more money to skills development.
8. Operational Efficiency and Effectiveness (5% Weight)						
Indicator / performance driver		Source	Objectives	Achieved		

Score $\frac{4.7}{5}$

Score $\frac{3.7}{5}$

8.1	Organisational redesign COO Portfolio	COO	1. Finalise Organisational Design for COO Portfolio to achieve effective and efficient service delivery by 31 December 2019 2. Re-engineer business processes by June 2018 3. Review and update the vendor database to ensure quality assurance and improve operational and financial efficiencies.	1. The COO Organisational Design project is in principle complete including post-insourcing operational models, subject to repurposing of some roles and responsibilities in some of the units such as CPS and ICT. 2. All units have finalised strategies and processes in line with the delivery models for each of the functions executed by both in-house and service providers. Processes are also being automated and digitalised by using various online applications and systems e.g. the Managed Print Solution, the Big-5 student and staff programmes, ITMS Project (helpdesk) and others 3. The refreshment of both maintenance and projects vendor database has been completed and continues in a case-by-case basis for specialised services.
8.2	Rollout of electronic document management system in academic administration	COO	1. Full rollout on Onbase in Central Records Office 2. Implement and entrench use of On base for all 2019 student records (UG and PG)	Configuration was completed by November ; migration of documents due to commence post matric results process
9. Impact (5% Weight)				
Score $\frac{4.5}{5}$				
Indicator / performance driver				
9.1	Contributions of research to policy making and innovations that has a bearing on societal challenges	Source	Objectives	Achieved
9.1	Contributions of research to policy making and innovations that has a bearing on societal challenges	SET		Four Wits staff members appointed to the President's Economic Advisory Committee, contribute to the National Health Insurance implementation and the Copyright Amendment Bill. Wits signs MoU with Chinese partners to develop a Research Centre for Clean Energy*.
9.2	Tracking graduate employability	SET		The Wits Graduate Exit Survey was completed and presented to SET in October 2019
TOTAL SCORE				
85.2/100				

