

Acronyms and Definitions



APPENDIX A

Appendix A: Acronyms

| | |
|------------------|---|
| ADU | Academic Development Unit |
| AFRETEC | African Engineering and Technology Network |
| AFS | Annual Financial Statements |
| AI | Artificial Intelligence |
| AISU | Academic Information Systems Unit |
| APDC | Academic Planning and Development Committee |
| ARC | Asset and Risk Committee |
| ARO | Alumni Relations Office |
| ARUA | African Research Universities Alliance |
| ASA | American Sociology Association |
| ASAWU | Academic Staff Association of Wits University |
| AVE | Advertising Value Equivalent |
| BA | Bachelor of Arts |
| B-BBEE | Broad-Based Black Economic Empowerment |
| BFF | Bergman Family Foundation |
| BHSc | Bachelor of Health Sciences |
| BI | Business Intelligence |
| BIS | Business Intelligence Services |
| BOR | Board of Residences Committee |
| BRICS | Brazil, Russia, India, China, South Africa |
| CAC | Council Audit Committee |
| CAC | Council Audit Committee |
| CARTA | Consortium for Advanced Research Training in Africa |
| CBD | Central Business District |
| CEO | Chief Executive Officer |
| CfE | Centre for Entrepreneurship |
| CFO | Chief Financial Officer |
| CH&RL | Campus Housing and Residence Life |
| CH&RL | Campus Housing and Residence Life |
| CHBAH | Chris Hani Baragwanath Academic Hospital |

| | |
|-----------------|---|
| CHE | Council on Higher Education |
| CIVIS | A European Civic University |
| CIVIS | A European Civic University Network |
| CIVIS | Civic University Network |
| Civitech | Civil Technology |
| CLEAR-AA | Centre for Learning on Evaluation and Results for Anglophone Africa |
| CLM | (Faculty of) Commerce, Law and Management |
| CLM | Faculty of Commerce, Law, and Management |
| CLTD | Centre for Learning, Teaching, and Development |
| (CCT) | Co-Curricular Transcript |
| COM | Commerce Building |
| COO | Co-curricular Transcript |
| COP | Conference of the Parties |
| COP28 | Conference of the Parties 28 |
| COSATU | Congress of South African Trade Unions |
| CPD | Campus Planning and Development |
| CRC | Council Risk Committee |
| CSD | Centre for Student Development |
| CSGP | Campus Standby Generator Programme |
| CUBES | Centre for Urbanism and Built Environment Studies |
| DEI | Diversity, Equity, and Inclusion |
| DVC's | Deputy Vice-Chancellors |
| DFO | Deputy Vice-Chancellor: Finance and Operations |
| DHET | Department of Higher Education and Training |
| DOAD | Delegation of Authority Document |
| (DBZSC) | Dorothy and Brian Zylstra Sports Complex |
| DPSC | Distinguished Professors Screening Committee |
| DRU | Disability Rights Unit |
| DSA | Division of Student Affairs |
| DSI | Department of Science and Innovation |

Acronyms (continued)

| | |
|----------------------------|--|
| DTA | Diversifying the Academy |
| DVC | Deputy Vice-Chancellor |
| EAP | Employee Assistance Program |
| EBE | Faculty of Engineering and the Built Environment |
| ECAD | Early Career Academic Development |
| EDHE | Entrepreneurship Development in Higher Education |
| Eduroam | Education Roaming, a secure, worldwide roaming access service developed for the international research and education community |
| EE | Employment Equity |
| EEI | Edinburgh's Earth Initiative |
| EMCAT | Enhancing Mid-Career Academic Transitions |
| ER | Employee Relations |
| ESG | Environmental, Social and Governance |
| ExCo | Executive Committee of Council |
| ExCo of Convocation | Executive Committee of Convocation |
| FALF | Female Academic Leaders Fellowship |
| FCLM | Faculty of Commerce, Law, and Management |
| FHS | Faculty of Health Sciences |
| FinCo | Finance Committee of Council |
| FTENs | First-Time Entering Students |
| FY | Financial Year |
| FYE | First-Year Experience |
| GCI | Global Change Institute |
| GEO | Gender Equity Office |
| GRM | Graduate Research Management Module |
| GS | Global South |
| GTS | Gateway to Success |
| HE | Higher Education |

| | |
|----------------|---|
| HEI | Higher Education Institution |
| HEMIS | Higher Education Information Management System |
| HNWI | High Net Worth Individuals |
| HPCSA | Health Professions Council of South Africa |
| HR | Human Resources |
| HRC | Human Resources Committee |
| HRDU | Human Resources Development Unit |
| HSRC | Human Sciences Research Council |
| HIV | Human Immunodeficiency Virus |
| ICESCO | Islamic World Educational, Scientific and Cultural Organization |
| ICHG | International Congress of Human Genetics |
| ICT | Information and Communication Technology |
| ICU | Intensive Care Unit |
| IDORI | Infectious Diseases and Oncology Research Institute |
| IFRS | International Financial Reporting Standards |
| IMF | International Monetary Fund |
| IP | Internet Protocol |
| IR | Integrated Reporting |
| IUPAP | International Union for Pure and Applied Physics |
| IWMS | Integrated Workplace Management System |
| JamLab | Journalism and Media Lab |
| JET IP | Just Energy Transition Implementation Plan |
| JET P | Just Energy Transition Policy |
| JSWG | Job Status Working Group |
| KPI | Key Performance Indicator |
| LGBTQI+ | Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, and |
| LMS | Learning Management System |

Acronyms (continued)

| | | | |
|------------------------|---|--------------------------------|---|
| MFSP | Mastercard Foundation Scholars Program | PSI | Performance Studies international |
| MBBCh | Bachelor of Medicine and Bachelor of Surgery | Queer House / Residence | LGBTQ+ House / Residence |
| MCAT | Masters in Curriculum and Teaching | REAL | Centre for Education Rights and Labour |
| MCF | Mastercard Foundation | RemCo | Remuneration Committee of Council |
| MCom | Master of Commerce | (RSV) | Respiratory Syncytial Virus |
| MIT | Massachusetts Institute of Technology | RO | Research Office |
| MM | Master of Management | S + O | Systems and Operations |
| MMed | Master of Medicine | SADiLaR | South African Centre for Digital Language Resources |
| MoA | Memorandum of Agreement | SASL | South African Sign Language |
| MoU | Memorandum of Understanding | SBS | School of Business Sciences |
| NEHAWU | National Education, Health and Allied Workers' Union | SCAT | School Counselling and Therapy |
| Net Zero | Carbon Economy | STEMI | Science, Technology, Engineering, Mathematics, and Innovation |
| NFT Marketplace | Non-Fungible Token | SCIS | Southern Centre for Inequality Studies |
| nGAP | New Generation of Academics Programme | SDG | Sustainable Development Goals |
| NGO | Non-Governmental Organization | SDVC | Senior Deputy Vice-Chancellor |
| NIHSS | National Institute for Humanities and the Social Sciences | SEF | School of Economics and Finance |
| NRF | National Research Foundation | SET | Senior Executive Team |
| NSFAS | National Student Financial Aid Scheme | SMG | Senior Management Group |
| OD | Organisational development | SMG-HoS | Senior Management Group - Heads of School |
| OLS | Oliver Schreiner Law School | SMH | Solomon Mahlangu House |
| ORACLE | A multinational computer technology corporation | SOAS | School of Oriental and African Studies |
| OSUN | Open Society University Network | SOGI | Sexual Orientation and Gender Identity |
| PAS | Professional and Administrative Staff | SPCDF | Slovo Park Community Development Forum |
| PCC | Presidential Climate Commission | SPIE | International Society for Optics and Photonics |
| PEC | Procurement Executive Committee | SRC | Student Representative Council |
| PGDip | Postgraduate Diploma | SSAC | Students Services Advisory Committee |
| PhD | Doctor of Philosophy | SSIB | Sibanye-Stillwater Innovation Bridge |
| PIMD | Property and Infrastructure Management Division | STEM | Science, Technology, Engineering, and Mathematics |
| Pro VC | Pro Vice-Chancellor | T&L | Senate Committee on Teaching and Learning |

Acronyms (continued)

| | | | |
|---------------|--|---------------|--|
| TCOP | Transformation Community of Practice | WSoA | Wits School of Arts |
| TEEO | Transformation and Employment Equity Office | IR | Internal Requisitions |
| ENET | Tertiary Education and Research Network of South Africa | WTLBIE | Wits Telkom Solutions Lab Biomedical Innovation and Entrepreneurship Training Course |
| TIC | Transformation Implementation Committee | WZDC | Wits Zola Dental Clinic |
| TSC | Transformation Steering Committee | WoS | Web of Science |
| UF | University Forum | WRC | Wits Readmissions Committees |
| UG | Undergraduate | WSG | Wits School of Governance |
| UK | United Kingdom | YGYB | Yebo Gogga Yebo amaBlomo |
| UNRISD | United Nations Research Institute for Social Development | WTLBIE | Wits Telkom Solutions Lab Biomedical Innovation and Entrepreneurship Training Course |
| URIC | University Research and Innovation Committee | WZDC | Wits Zola Dental Clinic |
| US | United States | WoS | Web of Science |
| USAf | Universities South Africa | WRC | Wits Readmissions Committees |
| VAT | Value Added Tax | WSG | Wits School of Governance |
| VC | Vice Chancellor | YGYB | Yebo Gogga Yebo amaBlomo |
| VCEEF | Vice Chancellor's Employment Equity Fund | | |
| VCO | Vice-Chancellor's Office | | |
| (VC) | Vice-Chancellor and Principal | | |
| VMS | Visitors Management System | | |
| WAF | Wits Annual Fund | | |
| WASS | Wits Anglo American Digital Dome | | |
| WBS | Wits Business School | | |
| WCCO | Wits Citizenship and Community Outreach | | |
| WCE | Wits Commercial Enterprises | | |
| WCPDC | Wits Campus Planning and Development Committee | | |
| WESAF | Wits-Edinburgh Sustainable African Futures | | |
| WHC | Wits Health Consortium | | |
| Wits | University of the Witwatersrand | | |
| WCDS | Wits Centre for Deaf Studies | | |
| WIC | Wits Innovation Centre | | |
| WLC | Wits Law Clinic | | |
| WMBU | Wits McAlpine Burns Unit | | |
| WRMBU | Wits Roy McAlpine Burns Unit | | |
| WRC | Wits Readmission Committee | | |

Terms and Definitions

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| ADU - Academic Development Unit | An organizational entity within a university focused on providing academic support services to students, particularly those who may require additional assistance to succeed in their studies. |
| AFRETEC - African Engineering and Technology Network | A network or organization dedicated to promoting collaboration and advancement in engineering and technology fields across Africa. |
| AFS - Annual Financial Statements | Comprehensive financial reports prepared by an organization at the end of each fiscal year, summarizing its financial performance and position. |
| AI - Artificial Intelligence | AI refers to the simulation of human intelligence processes by machines, especially computer systems. These processes include learning, reasoning, problem-solving, perception, and language understanding. |
| ARUA - African Research Universities Alliance | A collaborative network of research-focused universities in Africa aimed at fostering research excellence, innovation, and development on the continent. |
| ASA - American Sociological Association | A professional association for sociologists and sociology students in the United States, dedicated to advancing sociological research, teaching, and practice. |
| ASAWU - Academic Staff Association of Wits University | A labour union or association representing academic staff members at the University of the Witwatersrand. |
| AVE - Advertising Value Equivalent | A metric used in marketing and public relations to estimate the value of media coverage or exposure based on the cost of equivalent advertising space or time. |
| B-BBEE - Broad-Based Black Economic Empowerment | A policy framework in South Africa aimed at redressing the inequalities of the apartheid era by promoting economic transformation and empowerment, particularly for black people. |
| BFF - Bergman Family Foundation | A philanthropic organization or foundation established by the Bergman family, dedicated to supporting various charitable causes or initiatives. |
| BIS - Business Intelligence Services | Services or solutions provided to organizations to help them gather, analyse, and interpret data for business decision-making purposes. |
| BOR - Board of Residences Committee | A committee responsible for overseeing the management and operations of student residences within an educational institution. |
| BRICS - Brazil, Russia, India, China, South Africa | An acronym referring to a group of emerging economies composed of Brazil, Russia, India, China, and South Africa, known for their significant influence on regional and global affairs. |
| CAC - Council Audit Committee | A committee appointed by the council of an organization to oversee the internal audit function, financial reporting, and compliance with laws and regulations. |
| CARTA - Consortium for Advanced Research Training in Africa | Is a partnership of nine African universities and four research institutions that aims to strengthen research infrastructure and training capacity in Africa through collaborative doctoral training and research programs. |
| CfE - Centre for Entrepreneurship | A centre or department within an educational institution focused on promoting entrepreneurship, innovation, and business development among students and faculty. |

Terms and Definitions (continued)


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| CH&RL - Campus Housing and Residence Life | The department or unit within a university responsible for managing student housing and residence life programs and services. |
| CHBAH - Chris Hani Baragwanath Academic Hospital | A major academic hospital located in Johannesburg, South Africa, affiliated with the University of the Witwatersrand. |
| CHE - Council on Higher Education | A statutory body or agency responsible for quality assurance and promotion of excellence in higher education institutions in a particular jurisdiction. |
| CIVIS - A European Civic University Network | A collaborative network of universities in Europe focused on promoting civic engagement, social responsibility, and community involvement in higher education. |
| CIVIS Hubs | “Academic collaboration spaces” to develop multinational and multi-disciplinary educational offers. Each of them is linked to one vital challenge facing our societies and our world: Climate, Environment Energy; Society, Culture Heritage; Health; Cities, Territories, Mobility; and Digital and Technological Transformation. |
| Civitech - Civil Technology | Technology related to civil engineering, infrastructure development, and urban planning, aimed at improving the built environment and infrastructure systems. |
| CLEAR-AA - Centre for Learning on Evaluation and Results for Anglophone Africa | A research and training centre focused on evaluation and results-based management in Africa, particularly in English-speaking countries. |
| CLTD - Centre for Learning, Teaching, and Development | A centre or department within a university focused on supporting faculty development, teaching excellence, and student learning through various programs and services. |
| Co-Curricular Transcript (CCT) | A document or record of a student’s involvement in extracurricular activities, community service, leadership roles, and other non-academic pursuits, complementing the traditional academic transcript. |
| COP - Conference of the Parties | A United Nations conference where countries that are parties to an international agreement convene to discuss and negotiate measures for addressing global challenges, such as climate change. |
| COSATU - Congress of South African Trade Unions | A major trade union federation in South Africa, representing workers across various sectors and advocating for workers’ rights, social justice, and economic equality. |
| DHET - Department of Higher Education and Training | A government department in South Africa responsible for formulating and implementing policies related to higher education and vocational training. |
| DSI - Department of Science and Innovation | It is a government department in South Africa responsible for promoting scientific research, innovation, and technology development in the country. |
| Es’kia Mphahlele | Es’kia Mphahlele (1919-2008) was a renowned South African writer, teacher, and activist. He was a prominent figure in African literature, known for his works that address social issues and the experiences of black South Africans. Mphahlele’s contributions to literature and education were significant, and he is celebrated for his role in the struggle against apartheid and his advocacy for African culture and identity. |

Terms and Definitions (continued)

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| ESG - Environmental, Social, and Governance | Refers to the criteria that investors use to evaluate companies based on their environmental impact, social responsibility, and corporate governance practices. |
| Fak’ugesi | Fak’ugesi is a digital innovation festival held annually in Johannesburg, South Africa, focused on showcasing and promoting digital creativity, innovation, and entrepreneurship in Africa. |
| HPCSA - Health Professions Council of South Africa | It is a statutory body in South Africa that regulates health professions, including medicine, dentistry, pharmacy, and others, to protect the public and ensure healthcare professionals are properly trained and qualified. |
| ICESCO - Islamic World Educational, Scientific and Cultural Organization | An international organization that works to promote cooperation among member states in the fields of education, science, culture, and communication. ICESCO aims to support educational and scientific research initiatives, preserve cultural heritage, and foster dialogue and understanding among countries in the Islamic world. It is dedicated to improving the quality of education, advancing scientific knowledge, and protecting cultural heritage in its member countries. |
| Innovation and Research | Involves the development of new ideas, technologies, products, or processes through systematic inquiry, experimentation, and creative problem-solving. Universities often play a key role in fostering innovation and conducting cutting-edge research in various fields. |
| Institutional Culture | Refers to the shared values, norms, beliefs, and practices that characterize an organization and shape the behaviour and interactions of its members. A positive institutional culture fosters collaboration, innovation, and a sense of belonging among stakeholders. |
| JamLab | Journalism and Media Lab - is a digital innovation laboratory based in South Africa that supports startups, media organizations, and journalists in developing innovative solutions to challenges in journalism and media. |
| MCF - Mastercard Foundation | MCF is a global foundation headquartered in Toronto, Canada, dedicated to advancing education and financial inclusion for people living in poverty. |
| NSFAS - National Student Financial Aid Scheme | A South African government financial aid scheme that provides funding to eligible students at public universities and TVET colleges to cover the cost of tuition, accommodation, and other study-related expenses. |
| Risk Register | A document used to record and track risks identified within an organization. It typically includes information such as the nature of the risk, its potential impact, likelihood of occurrence, and mitigation strategies. |
| SADiLaR - South African Centre for Digital Language Resources | It is a national centre supported by the Department of Science and Innovation in South Africa, focusing on the development and management of digital language resources for South African languages. |
| SASL - South African Sign Language | It is one of the official languages of South Africa and is used by the Deaf community in the country as a means of communication. |
| Senior Executive Team | Refers to the group of top-level executives or leaders within an organization who are responsible for making strategic decisions and overseeing the overall direction and operations of the organization. |

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|---|---|
| STEM - Science, Technology, Engineering, and Mathematics | An interdisciplinary approach to learning where academic disciplines in science, technology, engineering, and mathematics are integrated into a cohesive learning paradigm to prepare students for careers in those fields. |
| Task Team | A group of individuals assembled to work on a specific project or address a particular issue within an organization. Task teams are typically temporary and disbanded once their objectives are achieved. |
| Transformation | Refers to the process of making fundamental changes to the structure, culture, or operations of an organization in order to adapt to new circumstances, address challenges, or achieve specific goals. In the context of higher education, transformation often involves initiatives aimed at promoting diversity, equity, and inclusion. |

Prestigious Student Achievements




APPENDIX B

Appendix B: Prestigious Student Achievements

| University Prestigious Awards | Faculty of Commerce, Law and Management Prestigious Awards | Faculty of Engineering and the Built Environment Prestigious Awards | Faculty of Health Sciences Prestigious Awards | Faculty of Humanities Prestigious Awards | Faculty of Science Prestigious Awards |
|--|--|---|---|--|--|
| Chancellor's Medal in Natural Sciences category | | The Global Undergraduate Awards | Bronze Medal of the Gauteng Branch of the South African Medical Association | Faculty Gold Medal | SA Genetics Society /Hofmeyr - Van Schaik Medal |
| Awarded to Mr Gregory Cowan (Faculty of Science) | | Awarded to Thompho Netshivhera | Awarded to Faadhil Kolia | Awarded to Shannon Hill | Awarded to Carl Koton |
| Chancellor's Medal in Human Sciences category | | | Gold Medal of the South African Dental Association | Faculty Silver Medal | Starfield Prize for the best Mathematical Modelling Project in Computational and Applied Mathematics Honours |
| Awarded to Jenna Beckenstrater (Faculty of Humanities) | | | Awarded to Ayomide Rebecca Farinloye | Awarded to Christalla Neophytoy | Awarded to Nicholas Whittaker |
| | | | | | Catherine Hall |
| | | | | | Agelo Theophilopoulos |
| The South African Association of Women Graduates (SAAWG) Prize for the Most Distinguished Woman Graduated Medal in Natural Sciences category | | | Health Graduates Association Medal | Faculty Silver Proxime Accessit Medal | The Peter Fridjhon Medal for the best Honours research project in Mathematical Statistics |
| Awarded to Jenna Ashleigh Kaufman (Faculty of Science) | | | Awarded to Faadhil Kolia | Awarded to Sisasenkosi Moyo | Awarded to Miguel Torres |
| | | | | | Lonwabiso Pani |

| | | | |
|--|--|-------------------------------|-----------------------------------|
| The South African Association of Women Graduates (SAAWG) Prize for the Most Distinguished Woman Graduated Medal in the | Raymond and Marjorie Dart Medal (Physiotherapy) | Dean's Medal | The Samuel Goodman Memorial Medal |
| | Awarded to Alexa Ruth Bender | Awarded to Tammy Lee Prinsloo | Awarded to Nicholas Whittaker |
| Human Sciences category | | | |
| Awarded to Jenna Beckenstrater (Faculty of Humanities) | | | |
| | Raymond and Marjorie Dart Medal (Occupational Therapy) | | William Cullen Medal |
| | Awarded to Aneesa Suliman | | Awarded to Muhammad Goolam |
| | Raymond and Marjorie Dart Medal (Nursing) | | |
| | Awarded to Shazia Abbas | | |
| | UPD Pharmacy Medal | | |
| | Awarded to Hannah Mary King | | |

2023 Council Self-Assessment Report



APPENDIX C



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

2023 Council Self- Assessment

Governance Indicators Scorecard for Councils of South African Public Higher Education Institutions

Name of Institution:

Requirements and matters of consideration with regard to the Scorecard:

- a. The assessment is for the **2023 academic year** and must be submitted by **30 June 2024**.
- b. The initial governance assessment is to be **conducted by the executive committee of council** and this assessment **must then be presented to council** itself for discussion, amendment and final approval.
- c. This governance scorecard is to be **signed by the chairperson of council, the vice chancellor, and the secretary of council** (registrar) containing a declaration that the final outcome carries the approval of the whole council.
- d. The following 'scoring' system should be used:

True i.e. the statement is true of governance practices at the institution with very rare exceptions

More true than false i.e. the statement is more often true of governance practices at the institution than is not the case

More false than true i.e. the statement is more often false of governance practices at the institution than is not the case

False i.e. the statement is false with regard to governance practices at the institution with very rare exceptions

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|---|
| 1. Strategic leadership, vision, mission, context and transformation, and risk management and sustainability |
|---|

- 1.1. Council reviewed the institution's strategic plan, specifically in relation to the institution's annual budget, and other strategic plans such as the academic, transformation and financial plans as well as risk management and other sustainability plans.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

This was done as an ongoing process during the Council meetings and forms part of the various committee reports that are part of the Council agenda.

- 1.2. Council assessed institutional policies and institutional initiatives requiring its approval; and ensured that policies are reviewed and up-to-date.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Policies were reviewed regularly and brought before Council as part of its ongoing business during Council meetings in 2023.

- 1.3. Council reviewed all internal and external stakeholder relationships which fall within its purview.**

| | | | |
|------|---------------------------|----------------------|-------|
| True | More true than false X | More false than true | False |
|------|---------------------------|----------------------|-------|

Comments:

Council recognized the University's efforts with its stakeholders but believed that primary and secondary stakeholders needed to be mapped and presented to Council as part of the University's management of its internal and external stakeholders.

- 1.4. Council ensured that appropriate steps are instituted in order to meet transformation targets.**

| | | | |
|------|------------------------|----------------------|-------|
| True | More true than false X | More false than true | False |
|------|------------------------|----------------------|-------|

Comments:

Council identified that whilst the work was being carried out with regards to BEE reporting and transformation, with structures like the Transformation Steering Committee and the Forum, a mechanism needed to be identified to provide oversight on this. A clearer framework (beyond the Institutional Scorecard), should be developed to present to Council so that members could be provided with progress reports and the status of targets. The more measurable metrics should be reported for assessment and a business plan with measurable targets was required to be monitored to allow consideration by year end.

A definition of how the university viewed transformation was required and the philosophy beyond that. These issues required interrogation including any funding related issues.

1.5. Council ensured an effective distinction between strategic leadership as a system of governance and operational management.

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

The Chair of Council ensured in terms of Council responsibilities that no overlap existed between operational matters and governance matters. There was a clear and effective distinction between the leadership and governance roles as opposed to the operational management of the institution.

2. Governance of core functions of teaching and learning, research and community engagement

- 2.1. Council reviewed the enrolment plan to ensure alignment to the strategic plan and national objectives – with the knowledge that Senate has scrutinised the academic requirements of the PQM.

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council members agreed in the majority that this was done.

- 2.2. Council assessed the institution's enrolments, throughput and graduation rates in line with strategic targets set for these.

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

These are part of the Institutional Scorecard and Council reviews the progress made and ensure that the targets are being met. Enrolment numbers are presented as part of the consent agenda at all Council meetings.

- 2.3. Council reviewed the institution's research and innovation endeavours and outputs against strategically set targets.

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council reviews the research endeavours regularly.

- 2.4. Council reviewed the institution's community engagement endeavours against strategically set targets.

| | | | |
|------|----------------------------------|----------------------|-------|
| True | More true than false X | More false than true | False |
|------|----------------------------------|----------------------|-------|

Comments:

There was a view that while a lot of work had been carried out regarding the institution's community engagement endeavours, this was not always visible.
A comprehensive view which presented the University's initiatives with target implementation dates was required. It was noted in response that this was a moving target.

2.5. Council received and considered reports from senate on the core functions of the institution.

| | | | |
|---------------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|---------------|----------------------|----------------------|-------|

Comments:

Senate reports were received and considered by Council at each of its meetings. Matters from the Governance sub committees of Senate , such as Academic Planning Committee , the Graduate Studies Committee were on the Council consent agenda at most Council meetings.

3. Governance of resources: Financial, human, equipment and infrastructure

- 3.1. Council approved the institution's budget, especially in relation to the institution's strategic plan, and regularly reviewed the institution's income and expenditure against the budget.**

| | | | |
|---------------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|---------------|----------------------|----------------------|-------|

Comments:

This is monitored through governance structures such as FinCo. Council agendas do include the budget for information and discussion.

- 3.2. Council received and considered reports from internal audit and engaged with the external auditors.**

| | | | |
|---------------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|---------------|----------------------|----------------------|-------|

Comments:

Yes, Council received the reports from internal and external auditors and discussed these as part of the substantive agenda.

- 3.3. Council approved the institution's annual financial statements and took appropriate steps in the case of qualified external audit opinions.**

| | | | |
|---------------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|---------------|----------------------|----------------------|-------|

Comments:

The annual financial statements were presented for consideration and approval by Council and no qualified external audit opinions had been noted in the 2023 year.

- 3.4. Council ensured that the institution's IT governance systems and policies align to and contribute effectively to the institution's strategic objectives.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council approved all related ICT policies presented to align and contribute effectively to the institution's strategic objectives.

- 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 senior management; and ensured compliance thereof.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council agreed that this was in place and was working effectively .

- 3.6. Council reviewed and approved all building and infrastructure projects as well as procurement of services in terms of its decision-making delegations; and played the necessary oversight over the implementation of the projects.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

None.

- 3.7. Council has in place working whistle blowing services and received regular reports on alleged fraudulent and corrupt activities in the University; and ensured that appropriate action was taken.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

The University had an operational Integrity Hotline which reported to risk and Audit committees

4. Governance of institutional accountability including public reporting

- 4.1. Council received and considered institutional reports from the vice-chancellor; and was satisfied with the quality thereof.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council received Vice-Chancellor's report at each of its meetings for discussion.

- 4.2. Council reviewed the performance of the vice-chancellor in terms of a performance agreement between itself and the vice-chancellor and took corrective steps where needed.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

The Chair of Council meets with the Vice-Chancellor at the commencement of each year to review his performance as well as in the context of the Institutional Scorecard. The process was repeated at the year end to determine progress on each key performance indicator on the Scorecard.

- 4.3. Council considered and approved the institution's annual performance plan and the accompanying performance report for DHET and ensured its timeous submission to DHET.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Agreed that timelines were met.

- 4.4. Council ensured that Council-nominated members of the senate and the institutional forum participated constructively and satisfactorily in meetings.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council agreed to the statement that it was true.

- 4.5. Council ensured that institutional stakeholders were included and participated in the governance of the institution where relevant and necessary, so as to ensure all interests were adequately represented.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council noted extensive participation.

5. Council and Committee meetings and conduct of business

- 5.1. Council has in place and ensured adherence to the following good governance instruments: A set of institutional rules covering provisions within the institutional statute in greater detail; a code of conduct; conflict of interest declaration procedures; and a comprehensive decision-making delegations framework.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

There are good governance instruments in place.

- 5.2. Council ensured that its new members were appropriately inducted.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council concurred with this.

- 5.3. Council has ensured that the institutional statute and/or institutional rules include membership criteria for members of council and its committees and that these were applied rigorously.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Membership criteria is in place.

- 5.4. Council ensured that all committees operate in terms of council approved charters and took the necessary remedial steps in cases where this proved to be not so.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Charters are reviewed annually and are up to date.

- 5.5. Council agendas and supporting documentation in an appropriate format were delivered within the stipulated period with no or a minimum of supplementary agendas permitted.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Timelines for agendas and supporting documentation are adhered to.

- 5.6. Council and specifically the chairperson and the registrar ensured that accepted meeting procedures were adhered to strictly.**

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

The Council Chair and Registrar ensure meeting procedures are adhered to.

5.7. Council considered the advice of the institutional forum on transformation and institutional culture imperatives and provided written reasons if the advice was not accepted.

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

Council agreed with this statement.

5.8. Council has in place a mechanism to inform the University community of its activities in the interest of transparency.

| | | | |
|--------|----------------------|----------------------|-------|
| True X | More true than false | More false than true | False |
|--------|----------------------|----------------------|-------|

Comments:

The Council Update which provides an overview of the business of each Council meeting is released within a week of a Council meeting and is shared with staff and students.

6. General Comments

6.1. General comments:

The option of an external council evaluation was suggested for 2025.

Approval and Sign-off

Chairperson of Council

| | | |
|---------------------------|--|--------------|
| Ol Shongwe |  | 18 June 2024 |
| Title, Initials & Surname | Signature | Date |


Vice-Chancellor

| | | |
|---------------------------|---|--------------|
| Prof. Z. Vilakazi |  | 13 June 2024 |
| Title, Initials & Surname | Signature | Date |

Registrar and Secretary to Council:

| | | |
|---------------------------|--|--------------|
| Mrs C G Crosley |  | 11 June 2024 |
| Title, Initials & Surname | Signature | Date |

2023 Institutional Scorecard



APPENDIX D

| Institutional Scorecard, University of the Witwatersrand (2023 - 2033) | | | | | | |
|--|------------------------|--------------------------------------|--|--|--|--|
| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
| Wits Identity | 1.1 People and Culture | DVC: People Development and Culture. | 1.1.1 Institutional Culture process | Initiate Institutional Culture Survey/Review | Broad-based consultation and establishment of ToR, methods and timelines. | |
| | | | 1.1.2 Consolidate staff development initiatives | Profile of all the offerings that we have in relation to staff development across various portfolios, units and faculties. | Portal for staff development and training | |
| | | | | Track/monitor staff progress, as per the CHE review. | Develop tracking and monitoring system | |
| | | | 1.1.3 Align HR policies, procedures and practices | Policy, procedure and practice audit and review | HRC and faculty reviews | |
| | | | | Staff remuneration and rank advancement | Implement JSWG outcomes, and OD exercises where necessary | |
| | | | 1.1.4 Update Transformation and Social Justice Thrusts | Review transformation and social justice imperatives | Reconfigure transformation pillars Develop new EE Plan Restructure, re-apportion and redistribute certain functions across GEO, DRU, CLTD and HRDU | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|---|--|---|---|
| | Report back on progress at 2 nd Institutional Forum meeting | Institutional culture process initiated, ToR established, preliminary methods defined, timelines determined, and staff allocated from BIS. | Two external service providers selected, briefed and on-boarded for institutional culture process. Data collection instruments being finalised. Full strategy for DVC: PDC portfolio also presented at SET Retreat and to Forum. | Complete institutional culture process and develop institutional responses to it |
| | Define business requirements for development of staff portal by June 2023 | Mapping exercise defined. | Phase 1 and Phase 2 of mapping exercise completed. Web-based portal being generated to enhance access to training offerings. | Count the number Ext/Int/Online trainings via HRDU and cognate units - quantitative target to TBD in 2023 |
| | Define business requirements for development of tracking system | Tracking systems for academic staff development initiatives consolidated and updated through TEEU and reported upon at TIC. | Mapping exercise to be utilised to assist in generating the ATR and also plan for the WSP in 2024. DTA tracking systems in place, B-BBEE provisional scorecard rating at Level 4, and provisional annual EE progress report completed. | |
| | Progress report to be submitted to HRC | Policy and protocol audit ongoing; updates to three policies and protocols completed; three additional policy and protocol updates in progress; 30 additional policies identified for review; reporting to HRC; strategy and implementation plan for all HR units finalised. | HRC approved the following policies for submission to Senate and Council in the year-end meetings of 2023: Probation; Recruitment, Selection and Appointment; Remote Working; Employment Equity; Study Support for Staff; Study Support for Dependants; Mobile Devices, Terms and Conditions of Service for Distinguished Professors and a Management Guide for OD. The HRC confirmed Policies on Honorary and Visiting Appointments; Procedure for the Appointment of HoS; Terms and Conditions of Service for Executives. Policies on advertising, reference checks, search committees and appointment of support staff on Grades 2 and 3 were recommended for repeal by the HRC. | Number of academic promotions; % change in salary packages for staff; number of updated policies; quantitative target to TBD in 2023 |
| | Progress report to be submitted to HRC | Academic salary adjustment process and progression model determined and to be finalised; Draft OD Policy developed and under consultation; OD planning for DVC: Systems and Operations Portfolio in progress; salary negotiations for 2023 finalised with organised labour. | Academic salary adjustment process was implemented in October 2023; OD practice note finalised and accepted at SET; OD planning for DVC: S&O and CFO triggered; salary negotiations with NEHAWU triggered for 2024; development of salary progression model and PAS advancement model initiated (e.g. pilot IDPs, PBM system, etc.). | |
| | Progress report to be submitted to SET | Transformation pillars under review; social justice cluster re-initiated to include TEEU, GEO, DRU, DSA, Legal, ER; EE plan completed, consulted upon and submitted to Council. | Social justice cluster focused on CHRL; shared services and data model; developing 2024 public engagement seminar series; and social justice policy reviews. First phase of transformation pillars revision completed as part of portfolio strategy. | Track, monitor and quantify progress across the implementation of the transformation and social justice pillars; quantitative target to TBD in 2023 |

Institutional Scorecard, University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|---------------|---|---------------------------------|--|--|---|--|
| Wits Identity | 1.2 Brand and Reputation Leverage and promote a Wits identity to enhance relationships, reputation, and revenue | Advancement Coordinator and HoS | 1.2.1 Research, develop and execute a strategic internal and external marketing and communications campaign to promote Wits' achievements, in order to enhance our reputation both locally and in selected countries abroad. | Entrench the "Wits. For Good" brand across the University, Johannesburg and South Africa. Profile Wits, its research, teaching and learning, people and alumni through paid, earned, shared and owned media. | Appoint and socialise a new advertising agency. Secure at least 20 high impact clips in influential media by the end of 2023. | |
| | | | 1.2.2 Develop and execute campaigns to grow the Wits Annual Fund (WAF), strengthen Witsie pride, identity and spirit, and enhance the quality, currency and comprehensiveness. Maintain centenary momentum for local, national and international alumni engagement and outreach. of the alumni database. | A 10% increase in the number of WAF donors, including a 10% increase in regular donors. | Host local and international alumni reunions and outreach programmes. Produce quality print and digital publications. Appoint an ARO marketing/comms officer. Find and reconnect with 10% of "lost" alumni. | |
| | 1.3 Place and Partnership | SET | 1.3.1 Strengthen Wits' place <ul style="list-style-type: none"> - In the City - In the region - On the continent - Globally" | <ul style="list-style-type: none"> - Extend relationships e.g. Gauteng Triangle with business - Continue relationship with ARUA and now – AFRETEC - Deepen relationships with University of Venda / Limpopo - Extend relationship with Edinburgh/ Leeds/ SOAS/ UCL | MOU's / MoA's Number of collaborative research projects | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|---|--|--|--|
| | Eight high impact clips by mid year | The Brave Group has been appointed to work with the Advancement Team to develop an integrated marketing and communications strategy for Wits University. We are currently in the strategy development phase. Over 20 media campaigns have been executed to date, including the launch of the Wits Innovation Centre, the Wits Sports Complex, Peco Power in communities, graduations, awards, as well as a “Wits in 60 seconds” weekly video series. | Brave advertising is conducting base research to establish for Wits' brand and marketing strategy, including a Wealth Strategy to be implemented in early 2024. A new Marketing Manager has been appointed. More than 30 publicity campaigns have been executed in 2023 across all faculties, including a focus on sustainability, innovation and those focusing on research impact. | The “Wits. For Good brand” is established and replaces the "Wits gives you the edge" pay-off line. Wits' reputation and brand is strengthened amongst its target publics. Wits is renowned for its expertise in selected research, teaching and learning areas, through having 100 high impact pieces published in the South African and selected international media, thereby growing its brand and reputation. The bespoke internal marketing and communications plan will ensure that more staff engage with the University and achieve its institutional culture objectives. |
| | Aim for approx 6% by mid-year | The WAF gained 100 new first-time donors in 2022. 14 international reunions and a Homecoming weekend was held in 2022. A reunion in Cape Town was held in May 2023. Centenary issue Wits Reviews were produced. ARO has reconnected with well over 10% of lost alumni in the USA, Canada, UK, Australia, and Israel. Wits Spirit Game was successfully held in 2023 in partnership with Student Affairs and Wits Sport. | Four successful alumni reunions were held in Texas and Durban. Alumni Chapters were established in Texas and a first get-together was held on 15 October in Austin. Visits to the University of Texas and NASA have laid the ground for potential future collaboration. Many events held to enhance internal marketing and comms - Parade, Wellness Week, concert, VC's alumni concert, monthly donor meetings. | Wits will grow the number of alumni that it is stewarding and who will donate to the Wits Annual Fund or give to Wits on a regular basis by 25% over three years. |
| | At least one engagement with ARUA / AFRTECH by mid year | Joint PhD MoA with SEF/ SOAS in applied development economics (March 2023). MoU signed with SBS/ University of North Texas (March 2023). MoU signed with WBS/Carleton University (January 2023). DVC Research Submitted four applications through ARUA and The Guild for grant funding Active participation in four of the five hubs in the CIVIS Network Hosted six embassy delegations to discuss potential collaborations with universities in their countries Hosted 13 university delegations. 22 new collaboration contracts or renewals signed. | Numerous ambassadors and delegations visited Wits including the Swedish, Portuguese, Irish UK (UCL, Edinburgh, SOAS, Bath Spa). School of Public Health hosted the CARTA programme, ARUA representatives visited, Fak'ugesi Digital Creative Festival (pan-African), JamLab, Civitech. Council approved to proceed with the agreement with Anglo American to establish the Wits Centre for Entrepreneurship at 47 Main St. | Established partnerships with at least five MOU's/MOA's in Higher Education landscape |

Institutional Scorecard, University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|---------------|------------------------|------------------|---|--|---|--|
| Wits Identity | 1.4 Student Experience | Dean of Students | 1.4.1 Finalise the centre for student development organisational arrangements, including programme offerings | Offer students a wide range of student development experiences and challenging intellectual engagements | <ul style="list-style-type: none"> - Formally launch centre as hub for (co- and extra- curricular) student development; - Identify development partners both on campus and beyond; - Finalise agreements with development partners; - Publish (print and online) centre offerings and partners; | |
| | | | 1.4.2 Promote the Co-curricular transcript | Implement the Senate approved Co-curricular Transcript in support of student Co- and extra-curricular activities | Set up the co-curricular transcript sub-committee, and approve approval rules and guidelines, set up co-curricular transcript portal and run awareness campaigns to socialize the university community to policy, rules, and guidelines. | |
| | | | 1.4.3 Ensure effective first-year student transition and support through the FYE – Gateway to Success programme (in partnership with academic affairs and faculties). | Expose students to a cosmopolitan student life and experience that fosters a sense of belonging and the development of life-long friendships and networks. | <ul style="list-style-type: none"> - In partnership with Academic Affairs, appoint a project coordinator; - In partnership with Academic Affairs, set up GTS implementation committee – provide leadership to the student life stream; - Student feedback on GTS; - Stakeholder review and reports; | |
| | | | 1.4.4 Collaborate with the postgraduate sector to improve on postgraduate student orientation and experience. | Development of a postgraduate student, and research-friendly, university culture | <ul style="list-style-type: none"> - Postgraduate student orientation in partnership with faculties and the postgraduate and research offices; - Student feedback on postgraduate welcome and orientation; - Online pre-orientation - Collaborative initiatives in supporting postgraduate student. | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|---|---|--|--|
| | Co-curricular transcript to be in pilot stage by June | Work in progress: organisational structure approval application submitted and finalised. | Five co-curricular programmes approved for inclusion on transcript. CSD structure approved, ongoing developments in terms of also setting up a Student Transitions and Persistence Unit as part of the overall structure. | Centre for Student Development initiatives offered in collaboration with strategic partners - all offerings recognised through the co-curricular transcript. |
| | Formalise Co-curricular transcript sub-committee by way finalising charter/ terms of reference. Develop guidelines for programme approval; Portal for co-curricular programmes. | Portal in final stages of .development with ICT, monitoring and evaluation workshop held to empower project coordinators | Changes to pilot portal continuously being made to take need into account. Monitoring and Evaluation Workshop held. Workshop on developing learning outcomes being offered in partnership with CTLD. Committee set up. Approval guidelines approved including application templates. | A range of co- and extra-curricular activities across all sectors of student governance and in partnership with faculties and central divisions. Study on the impact of the co-curricular transcript to inform a review and strengthening of the initiative. |
| | Develop guidelines for programme approval; | GTS programme successfully held: student GTS survey results supports this as does faculty feedback sessions. Reports in hand. | First-year Experience Survey was completed- this will give further feedback on value of GTS. Planning for 2024 with Academic Affairs and Faculties in process. Long term plans in progress - establishment of a Student Transitions and Persistence Unit. | GTS established beyond pilot phase and including initiatives to address various stages of student transitions. |
| | Run survey with July PG cohort | Postgraduate experience survey finalised with AISU and successful postgraduate orientation held | 2024 planning in progress incorporating lessons from 2023. Postgraduate experience survey in progress. | Postgraduate student support portfolio of offerings, including orientation, psycho-socio support and student experiences and events. |

Institutional Scorecard, University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|---------------|----------------------|------------|--|---|--|--|
| Wits Identity | | | <p>1.4.5 Implementation of the Wits mental health strategy</p> <ul style="list-style-type: none"> - Establish the student mental health forum. - Work collaboratively with stakeholders on mental health campaigns, including advocacy initiatives. | <ul style="list-style-type: none"> - Promote a culture of care and holistic wellness - Enhance services that support personal health, wellness and safety. | <ul style="list-style-type: none"> - Set up the student mental health forum; - Blended mental health service offerings; - Advocacy and awareness campaigns, with particular focus on prevention. | |
| | | | <p>1.4.6 Implement policy on residence bed allocations</p> | <ul style="list-style-type: none"> - To ensure that first-years are prioritised in line with the university's efforts to increase support to first year students. - Ensure a well-structured coordinated first-year transition process, with emphasis on appropriate support through the residence admissions policy and 50% of all residence beds allocated to first-year students. | <p>Implementation of residence allocation policy resulting in 50% of beds allocated to first years.</p> | |
| | | | <p>1.4.7 Address residence culture by entrenching living learning communities as an integral part of residence life, and addressing issues of first year transition.</p> <ul style="list-style-type: none"> - Establish six living learning communities: social justice, leadership, green campus initiative, health and wellness, women in leadership, LGBTQI + functioning across residences. | <ul style="list-style-type: none"> - Establish residences as spaces that fosters a sense of belonging and the development of lifelong networks and friendships; - Work towards residences becoming inclusive spaces; - Promote and celebrate diversity; - Address social justice issues; - Expose residence students to a cosmopolitan student experience; - First-year transition and orientation embedded in the principles of human rights and residences as welcoming inclusive spaces. | <ul style="list-style-type: none"> - Implementation of new residence structure; - Residence orientation programme in line with the GTS principles; - Train residence student leaders by GEO and TEEQ; - Student feedback on orientation programme experience; - Review brief and focus of the residence life office ensuring greater collaboration with Centre for Student Development; - Implement and support living learning communities. | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|--|---|---|---|
| | On going awareness tracking | <p>-Mental Wellness Forum set up with stakeholders to meet quarterly for operational updates.</p> <p>- Broader stakeholder's workshop webinar to meet mid-year and year-end to review and update strategy.</p> <p>-Blended mental health services and advocacy implemented. Advocacy presentations, workshops, webinars ,campaigns delivered for undergraduate and postgraduate students. The focal areas were on pertinent psycho-educative themes, toward awareness raising and prevention. Strategy approved at February SET Retreat</p> | Range of awareness raising and advocacy campaigns ongoing. | Integrated student health and wellness offerings and a well-functioning mental health forum. |
| | 49% | 50% target met at 1 March 2023, however NSFAS policy changes and specifically the cap of R45 000 has meant many first-year students have opted to leave residence. | Residence academic advisors for first-year students in place. | Residences are welcoming spaces for first-year students, as evidenced through first-year orientation surveys. Residence support structures aligned to support first-year students, through orientation, ongoing support initiatives, mentoring. |
| | Report back to 2 nd Council meeting on progress to date | Residence orientation programme adjusted to complement the GTS programme. Residences offered after hour activities only. Request postponement to 3 rd Council meeting. | Residence culture report and plan of action in place. Deliberations with DVC:CPD and the Director: Transformation on broader initiatives and strategy linked to broader university cultures processes | Range of student residence community initiatives, and student participation in sustainability and other residence life initiatives. Living learning communities across all residences established, and also in senior residences with partnerships with accredited off-campus residences. Residence seminars on current affairs, talent competitions and debating series. 50% of residence wardens are academic members of staff. Residence surveys affirms residences as welcoming spaces. |

Institutional Scorecard ,University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|---------------------|----------------------|---|--|--|---|--|
| ACADEMIC EXCELLENCE | 2.1 Student success | DVC's R&I and Academic, Deans,Registrar | 2.1.1 Postgrad completions – Hons, Masters, PhD, PG Diplomas for previous year | 5200 | Postgraduate research training strategy | |
| | | | 2.1.2 Manage UG enrolments in line with institutional aspirations and DHET targets | Over and under-enrolments to be within a 2% margin for each Faculty and across UG approximately 25 274 | Implementation of revised offer / registration process for FTENs; dashboard to monitor and evaluate the pass rates. | |
| | | | 2.1.3 Ensure quality curriculum, teaching and learning, and assessment | Cohort analysis shows percentage of graduates completing in minimal time as increasing year on year. External examination, quality assurance processes and accreditation bodies find assessment to be fair, reasonable, and authentic in all courses and academic programmes | Maintain early warning detection dashboard of students. Audit of Examination processes | |
| | | | 2.1.4 Undergraduate qualified for the previous year (completions) | Total Qualifying Headcount / Total Headcount 2021 – 4921/24604 20.16 % conversion | Faculty initiatives to drive throughput. Bottleneck courses are identified quickly and capacity of courses improved | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER Update | 5 YEAR PROJECTIONS |
|--|---|--|---|--|
| | Aim for approx 4500 | 5381 - 2022 Degree Completions - not ceremony data | As at Dec- 5619 | 5762 |
| | Most UG enrolment numbers stable at mid year 25 000 | 25281 - 2023 Enrolments excluding occasional enrolments | 24 983 (including occasional) As at Dec 24441- (2023 Enrolments excluding occasional enrolments) | As per DHET Enrolment Plan |
| | Mid-year report back at Teaching and Learning Committee to monitor mid year results | <p>All faculties have invested in their T&L Units to lend more support to modernising what we teach, and how we teach. FHS has employed a full time Professor responsible for curriculum revision and development for the MBBC program, as well as assistant Dean for T&L and Blended learning. CLM has extended support for postgraduate writing in its T&L centre. In an attempt to provide holistic undergraduate and postgraduate students support, as well as the recognition of the ever-growing need for psycho-social support, FEBE has employed an in-house psychologist and three social workers.</p> <p>DVC (R&I) has appointed (20%) Prof. Jill Bradbury as a curriculum advisor in the RO</p> | <p>The new Senate Standing Orders on the Assessment of Student Learning have been implemented in 2023, both enabling and requiring more diverse forms of assessment that are better aligned to learning outcomes and provide students with multiple opportunities and modes to demonstrate their learning during their course, while reducing the emphasis on single high-stakes assessments.</p> <p>Assistant Deans: Teaching and Learning report biannually at Senate T&L on faculty interventions to improve student success in bottleneck courses and also to support students identified as academically at risk. They make use of data provided in dashboards by BI.</p> <p>CLTD organised a University-wide learning and teaching conference on the effective, ethical and equitable use of Artificial Intelligence in Higher Education.</p> <p>Faculty of Humanities consolidated the capacity of the Faculty T&L Unit by changing the short-term contracts of Drs. Nora-Lee Wales (Blended Learning Coordinator) and Catherine Tam (Staff Development Coordinator) to provide lecturers and tutors with training in the use of the learning management system (LMS) and online pedagogical strategies that were suited to the context and resources during Emergency Remote Teaching & Learning. Staff from FEBE attended the Afretec-sponsored Faculty Enrichment Program. Hosted program in partnership with Carnegie Mellon University Africa and the University. It includes colleagues from 6 African universities in order help improve teaching & learning, curriculum of ICT, software, programming and technology courses in FEBE. The ADU also continued to work closely with schools in the faculty. Especially in high-risk courses.</p> | Reduced statistically significant differences observed in completion rates by race and gender. |
| | 20.16 %conversion | 4880 - 2023 Degree Completions - not ceremony data conversion rate - 1930 | 4672 - (As at Dec 2023) | As per DHET targets |

Institutional Scorecard ,University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|---------------------|-----------------------------|------------------------------|---|--|--|--|
| ACADEMIC EXCELLENCE | | | 2.1.5 PG student peer-reviewed publications | 8% of all DHET publications are authored by students | Encourage PhD by publication | |
| | | | 2.1.6 FTEN Enrolments | Manage FTEN enrolments in line with the DHET targets. FT exc Occasional and online | 6 263 | |
| | 2.2 Graduates of the Future | DVCs R&I and Academic, Deans | 2.2.1 Maintain Science, Engineering and Technology profile | 50% | Careful monitoring of real-time enrolment platform and working with faculties | |
| | | | 2.2.2 Flexible and lifelong learning opportunities | Approval of two new on line programmes and two new multidisciplinary programmes | Set up tracking of joint, multidisciplinary and flexible degrees. Number of online and part-time programmes, and short course programmes | |
| | | | 2.2.3 Postgraduate enrolments – Hons, Masters, PhD, PG Diplomas | 16 500 | Postgraduate research training strategy | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER Update | 5 YEAR PROJECTIONS |
|--|---|---|--|--|
| | Mid-year report to ensure target on track | Science PhD internships paid to students after submission so that they can write research papers. FHS implemented MMed dissertation by publication and promoted PhD by publication. FEBE revised and approved Faculty Standing Orders to include publication in an accredited journal as requirement for completion. Current 9.01% (10% of 2022 publications) | 2023 year to date: - 17% of publications are authored by students - 10% of DHET units are authored by students 9.01% | 12.5% of all DHET publication are authored by students |
| | Enrolment tracking dashboard to allow real time monitoring | 6094 | 5958 (As at June, excluding occasional students) 6026 (As at Dec, excluding occasional students) | As per the DHET Enrolment Plan |
| | 49,5% | Faculties continue to invest in research infrastructures, and mobility of staff and students to access national and international research infrastructures 49.09% | 48.5% (As at June) 48.52% (As at Dec) | 50% |
| | Approval at APDC ((Academic Planning Committee) to be finalised by July | New short courses in the offing, in Data Science and Innovation. Online PGDip Finance awaiting accreditation. Online PGDip Digital Business approved. Online PDBA and PDPM continue. Short course offerings toward online CTA commencing. MBBCh and BHSc curricula under review to promote interdisciplinary teaching and learning in the programmes. BHSc Nursing Systems Science offered through distance mode of delivery which involves the interaction between the lecturer or supervisor and the student, not on the premises of the institution. | PGDip Data Science launched in 2023 and PGDip Innovation to be launched in 2024, require an UG degree in ANY discipline, enables any mature graduate to attain valuable skills in these areas, to improve employability opportunities. FEBE to introduce Data Driven Decision Making for Engineers and the Built Environment Professionals. The course will be introduced to all FEBE 1st year UG students in 2024 and rolled over to 2 nd , 3 rd and 4 th years in 2025, 2026 and 2027, respectively. | Five new online programmes |
| | 16 000 | 14651 - 2023 Enrolments excluding occasional enrolments | 16 105 16 143 (As at Dec, excluding occasional students) | 17 500 |

| Institutional Scorecard ,University of the Witwatersrand (2023 - 2033) | | | | | | |
|--|--|--|--|--|---|--|
| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
| ACADEMIC EXCELLENCE | 2.3 Advancing the Pursuit of Fundamental Knowledge | DVC Research and Innovation/ Deans | 2.3.1 Proportion of PhD completions ‘by publication’ | Increase number by 1% | PG Training strategy 2023 – 2027 | |
| | | | 2.3.2 Research productivity: number of journal articles, books, chapters, and proceedings papers indexed by the Web of Science. (Year to date) | 3 200 | Research strategy | |
| | | | 2.3.3 Research output per instructional research / professional staff (all permanent academic staff) | 2,9 | Research strategy | |
| | 2.4 Knowledge Generation for Societal Advancement | DVC Research and Innovation/ Deans | 2.4.1 Publications in WoS aligned to SDG | 2 000 | Research strategy and Internationalisation strategy | |
| | 2.5 Building a Pipeline | DVC PG R&I and DVC: People Development & Culture Human | 2.5.1 Number of delegates registered in the Early Career Academic Development (ECAD) programme | 35 | Successful ECAD programme delivery | |
| | | | 2.5.2 Student Development initiative - UG to Post-Doctoral Fellow trajectory | Early identification of Masters students | Tracking report | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER Update | 5 YEAR PROJECTIONS |
|--|---|--|--|--------------------------------------|
| | Increase number by 1% | Promotion of this form of PhD type. GRM will track these from 2024 | Promotion of this form of PhD type. GRM will track these from 2024 | Increase number by 5% on 2023 target |
| | 2 800 | Number of journal articles, books, chapters and proceedings in Web of Science as at 7 June 2023 = 863 | Number of journal articles, books, chapters and proceedings in Web of Science as at 5 October 2023 = 2 231 (64% of target) 2022: 3 574 3 331 publications are recorded. This exceeds the October value and the annual target. | 3 500 |
| | 2,5 | Number of journal articles, books, chapters and proceedings in Web of Science per capita of permanent academics - $863/1267 = 0.7$ | Number of journal articles, books, chapters and proceedings in Web of Science per capita of permanent academics - $2\,231/1\,267 = 1.8$ 2022: 2.9 Number of publications: 3 331 Number of academic employees: 1 283 Research output per instructional research / professional staff (all permanent academic staff): 2.60 | 3.0 - 3.2 |
| | 1 200 | Will need FHS research office to review how publications align with SDG, although it is somewhat subjective as most research would dovetail into one of SDG metrics | SDG1=64; SDG2=34; SDG3=959; SDG4=77; SDG5=108; SDG6=31; SDG7=36; SDG8=36; SDG9=33; SDG10=30; SDG11=64; SDG9=33; SDG12=27; SDG13=165; SDG14=37; SDG15=114; SDG16=16 giving a total of 1 831 publications aligned with one or more SDG. SDG 1=86; SDG2=52 SDG3=1 571; SDG4=154 SDG5=173; SDG6=60 SDG7=70; SDG8=48 SDG9=56; SDG10=57 SDG11=162; SDG12=50; SDG13=262; SDG14=65 SDG15=195; SDG16=26; SDG17 Total = 3 087 | 2 500 |
| | 25 | Existing Carnegie Grant for doctorals, postdoctorals, early career academics being closed; new Carnegie Grant finalised; ECAD extended to MCAT and SCAT programmes; FALF programme extended. | 40 | 35 |
| | Faculty wide awareness campaigns to have been hosted by end of June | | This is work in progress. | An established programme |

Institutional Scorecard ,University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|---------------------|--|-----------------------------|---|--------------|--|--|
| ACADEMIC EXCELLENCE | | | 2.5.3 Number of active postdoctoral fellows | 210 | Successful postdoctoral programme implementation | |
| | 2.6 Innovation and Academic Entrepreneurship | DVC Research and Innovation | 2.6.1 Number of disclosures | 15 | Innovation strategy | |
| | | | 2.6.2 Advertising value equivalent (AVE) recorded for press releases at the time of reporting | R200 million | Innovation strategy | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER Update | 5 YEAR PROJECTIONS |
|--|--|---|---|-----------------------|
| | 150 | 165 - 2022 post-doc headcount - 2023 HEMIS not yet available. 200 Current HR post doc count Health Sciences Number of postdoctoral fellows in the faculty: 35 | 224 Active postdoc fellows, with another 30 being held up by visa delays. Number of postdocs in CLM has increased to 20 Total 230 CLM, 23 , 10% EBE, 28, 12% Health Sciences, 37, 16% Humanities, 46, 20% Science, 96, 42% | 250 |
| | 6 | | 31 ideas registered (as per audit 30 December 2023) | 20 |
| | R80 million | R 1.8 million year to date | R11 596 293 (15%) | R220 million |

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|---------------|-------------------------------------|------------|---|---|--|--|
| Social Impact | 3.1 Active Citizenship and Advocacy | SET | 3.1.1 - Public engagement on contemporary issues - Engaging in partnerships with civic organisations on matters such as HIV and Aids/ Vaccinations | Continued use of CALS/ Emthojeni /Centres of Excellence in Human Development to be platforms for such engagements. | Seminars and awareness campaigns / symposiums | |
| | | | 3.1.2 Bridging high school to university studies | Continue and extend reach of events such as Targeting Talent Programme, Next Engineers Programme, Top Achievers, Eskom Young Scientists, Wits Maths Competition, visits to Origins Centre and Wits Anglo-American Digital Dome. | - Ensure SLO identifies appropriate schools - The Targeting Talent Programme is an intensive vacation programme for academically deserving pupils from schools across South Africa. Most of the students come from rural and disadvantaged schools. The students attend an accelerated programme in the sciences, language, and less traditional subjects such as dance and music composition over the vacation period. | |
| | | | 3.1.3 Research and advocacy targeted at influencing government health policy | Active engagement with national and provincial department of health | Translational research which informs policy; policy papers on health interventions, engagement with public-including media engagement | |
| | | | 3.1.4 Student training, engagement and service delivery in various industries and public service sites | Establish initiatives with DoH, DBE and public service to facilitate further experiential activities and service for students in their various fields. | Teaching experience, practicums for health science students, SPPA, psychology, drama therapy. | |
| | | | 3.1.5 Improving lives of the communities we serve | Continue working with the City of Johannesburg's Housing Department for the in situ upgrading of the Slovo Park informal settlement | Collect rich material to reflect and learn about the implementation challenges of informal settlement upgrading programmes. Earlier in 2022, one of the MIT interns which CUBES hosted assisted in analysing the Task Team meeting minutes to help identify the institutional challenges. This is an ongoing engaged research commitment within CUBES. | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|--|---|--|---|
| | At least one engagement by mid year. | Seminar series on Science, Society and Innovation now offered to a broader African audience through AFRETEC. Wits has launched the Save our Resources campaign. The Lancet series on breastfeeding and the public determinants of health received widespread coverage globally. A survey on students' mental health was impactful as well as an article on kid and screen time. | Wits Centre for Diversity Studies hosting discussions on transformation, gender issues. AI and innovation lecture series attracted many external participants. WRHI has many outreach activities. Climate Change and Sustainability Lecture series been established, including hosting Professor Adam Tooze, new website established. | From 1 Jan to 30 April, there were 40 Wits articles in The Conversation, which yielded 734 728 readers globally. |
| | Two provincial school engagements on platforms and faculties on campus | Wits Maths Competition sponsored by Science, FEBE and CLM now has external sponsorship through Allan Gray | NeurL and Pharmacy hosting several schools, hosting of Eskom Expo Regional Finals, Yebo Gogga, Origins Centre, WAM, Wits Integrated Experience, Top Applicants Function, Targeting Talent, Engineering Mid-Year programme | <ul style="list-style-type: none"> - 30% of all FTEN enrolments are via these events - Last year, the TTP matric cohort achieved a 90% Bachelor's pass, with 73% of students completing TTP going on to university studies – which overwhelms, compared to the near zero rate in their own communities. We aim to increase this rate from 73% to above 80% in the next 5 years. |
| | Record of at least one area where engagement with health policy has been initiated | PPS Chair in Health Economics launch | Opening of the Wits Zola Dental Clinic, PRICELESS advocating for better food labeling. New MBA programme in field of Healthcare Leadership approved for 2024 intakes. Opening of the Wits Zola Dental Clinic. | Influence at least 3 government policies |
| | Collate data in order to report at Senate | EBE and CCDU working with industrial partners to maximise placement opportunities for vacation work, as part of experiential training. | Wits Entrepreneurship Clinic training students to service the community of entrepreneurs | At least 3 500 students to pass through these activities per year, over a five-year period |
| | Report back to SET | Global Change Institute being an voice for South Africa, and for Africa for climate change on a world wide stage Wits staff and students can now access WiFi via eduroam in all major airports in SA at no cost. | The work of Professor Andrew Thatcher in the Faculty of Humanities (collaborating with Professor Craig Sheridan (Faculty of Science, in S'weta) exemplifies how their engaged research is geared towards uplifting the lives of urban communities. In t Alexandra township, both Thatcher and Sheridan committed three years of dedicated inter-disciplinary research on constructed wetlands for treating greywater (washing water) in unplanned settlements, is laying the foundation for an improved sense of well-being in these communities. CUBES continues to provide technical support to the Slovo Park Community Development Forum, together with SERI and 1to1 on a Task Team with City of Johannesburg's Housing Department. Professor Marie Huchzermeyer continues to support the Harry Gwala Civic Committee. CUBES continues to provide technical support to the Slovo Park Community Development Forum | Significant improvement of the lives of Slovo Park settlement, with data and experience extended to other similar settings. |

Institutional Scorecard ,University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|----------------------|---|--|---|---|---|--|
| Social Impact | | | | | | |
| | 3.2 Strengthening Democracy and Governance in South Africa | SET | 3.2.1 Partnerships with HEI and civic society | Continue engagements with partner universities and greater Johannesburg environment | - Public intellectual and community network survey (Humanities) - Seminars hosted by WSG/ WBS/ WISER / SWOP | |
| | | | 3.2.2 Position Wits as leading research institution strengthening democracy and governance | Expand reach of executive education and outreach activities | - Grow executive education enrolments that build state capacity in South Africa and on the continent - Expand research capacity in areas of governance | |
| | 3.3 Climate Change and Inequality | Pro Vice-Chancellor: Climate, Sustainability and Inequality | 3.3.1 Develop of an institutional plan to position Wits as leading research institution on climate change and inequality | SET approved document Expand research and postgraduate programmes that address climate change and inequality | Accreditation for new programmes Marketing to attract enrolments Increase donor funding for research centres | |
| | | | 3.3.2 Build partnerships with Presidential Climate Change Commission, Business, Labour and Civil Society on climate change support. | Two partnerships developed on with PCC and one other. | Submit research projects to support PCC work. | |
| | | | 3.3.3 Develop research capabilities on the social impact of climate change. | Position two research centres at Wits as key institutions working on social impacts of climate change. | Harness resources for social impact research. | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|--|---|---|---|
| | | | On 19 th September 2023, at the John Moffat Building, a Special Exhibition featuring the reach architectural developments of the Hindu Professor who was involved in the Next Engineer project which is funded by General Electric via Protec together with a few Masters students. | |
| | One seminar hosted by WSG | Panel seminar with Reserve Bank Governor. As part of the Gauteng Research Triangle, Peco Power was taken to disadvantaged communities | Hosted JamLab, CivicTech conferences | - Executive education programmes to build state capacity in South Africa and on the continent. |
| | Progress Report to CLM Faculty and Senate by mid year | In progress for next Senate. | WSG involvement in census, Wits academics represented on Presidential Committees (economics, Competition Commission), new Democracy Institute opened led by Prof. Achille Mbembe. Enrolments into democracy and governance-related PG programmes in WSG up to 1011. WSG and Mandela Institute hosted several seminars. Good Governance Academy hosted at WBS. CLEAR-AA operates in the CLM Faculty focused on strengthening monitoring and evaluation capacity and working will multiple countries to develop M&E policies on the continent. Book on state capture edited by Themba Maseko and Jonathan Klaaren in development. | - Enrolments in executive education programmes - new centre established on digital governance established in WSG. |
| | Presentation to 2 nd Senate meeting on progress to date | Sustainability Committee established and draft sustainability strategy developed and circulated for input. MCom in Inequality Studies successfully launched and MSc in Interdisciplinary Global Change Studies curriculum update underway. Advertising for Post-doc fellows in Climate Change and Just Transition to begin in June. | The sustainability strategy developed by the Sustainability Committee has been presented to and approved by the Senate. This occurred after wide consultation within the University with inputs from, among others, a mass meeting of workers, the SET, engagements with students, the University Forum, Council, among others. | -Enrolments into programmes, e.g. MCom in inequality studies; MM in Energy Leadership, and other relevant programmes. -Number of research outputs of centres such as Southern Centre on Inequality Studies, Global Change Institute, etc. -Number of agreements with external institutions that share our values. |
| | One project submitted by June | Contract with Presidential Climate Commission (PCC) for two year project to be finalised in June. Ongoing engagements with PCC Secretariat, civil society and business on climate policy and JETIP. | A partnership with the Presidential Climate Commission for research on employment and skills, with funding to the value of R5 Million, has been agreed with the PCC | Wits a key research partner of social actors involved in the just transition. |
| | Development of plan to Senate by June 2023 | SCIS contract with COSATU on Just Energy Transition Research. SCIS and REAL partnering with PCC on 2 year project. SWOP ongoing research with civil society organisations on coal affected communities. | Projects with the Wits Mining Institute, the Southern Centre for Inequality Studies, the Global Change Institute and the Centre for Education and Labour (REAL) have been established. These are being supported by the African Climate Foundation, Open Societies Foundation, among others. | Wits the key partner for social impact research. |

Institutional Scorecard ,University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|----------------|---|--|---|---|--|--|
| Sustainability | 4.1 Reimagining Work and Institutional Life | DVC – Systems and Operations and Pro Vice-Chancellor: Climate, Sustainability and Inequality | 4.1.1 Develop plan for reduction of Wits' carbon footprint | Council approved document | Appoint an expert group to develop a plan | |
| | | | 4.1.2 Investigate and conceptual design of flexible staff working areas e.g. business lounge model for sessional and visiting staff, one per faculty. | Four concept design with costing for flexible working spaces e.g. OLS Atrium, SMH Atrium, COM Atrium, Health Science Foyer Level 4 and 5. | Constitute project stakeholder groups, appoint consultants from database, provide concepts and plans at 3 rd WCPDC 2023 meeting. | |
| | | | 4.1.3 Identify and complete conceptual design for four outdoor recreational / learning / working spaces across the Braamfontein and Parktown Campuses. | Review primary outdoor spaces e.g. Library Lawns, Science Stadium, Gavin Relly Lawns and Health Sciences Medical Garden, Sutton Close and space between Physics Humphrey Raikes / Gatehouse/ OLS. | Constitute project stakeholder groups, appoint landscape architects, provide concepts with costing at 2 nd WCPDC 2023 meeting. | |
| | | | 4.1.4 Review and update the sport and recreation facilities strategy across the Braamfontein and Parktown Campuses. | Present updated Wits Sport and Recreation Infrastructure Development Strategy at 3 rd WCPDC 2023 meeting. | -Establish project team to consult and negotiate with John Orr. - Establish project team and appoint consultants from database | |
| | | | 4.1.5 Review and update the libraries redevelopment programme in consultation with the University Librarian, plan and cost the first two library redevelopments i.e. Harold Holmes and Health Sciences. | Present updated long term libraries upgrade and redevelopment programme at fourth WCPDC 2023 meeting. | - Establish project stakeholder and steering group in consultation with University Librarian - Appoint suitable consultants from database | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|---|---|--|---|
| | Plan to have been developed and shared with SET | On track and in progress. Sustainability Committee has been established and is on track for Council approval by the end of 2023. Document already reviewed by SET, SET - WCPDC and SMG. | Sustainability Committee chaired by Mary Scholes has concluded its work. Doc was reviewed by SET, SET - WCPDC, SMG, Senate and on track for Council approval by year end. Boreholes are already deployed; and next phase of solar PV installations are budgeted for in 2024, 25 and 26. Hot water, co-generation and tri-gen designs completed - including costing (and inclusion into budget for 2024) for FHS. | <ul style="list-style-type: none"> - Targets in place to monitor progress on Wits's carbon footprint for ongoing M&E - Establish new baseline by end 2024 in focus areas where baselines do not exist. - Investment and project plan by end 2023 for period 2024 - 2028. - Residence hot water generation strategy by end 2023. |
| | Two concept designs | On track and in progress. All professionals have been appointed, first concept design complete and others in progress. | No status change. But this element is being revisited in the context of the open learning and working spaces improvements. | <p>Aligned to having sustainability as the first priority on WCPDC activities.</p> <p>Review and update flexible working space and smart class room norms and standards.</p> |
| | Two conceptual designs | On track and in progress. All professionals have been appointed, two concept designs complete and others in progress. | Conceptual proposals were presented at first WCPDC. A multi-year budget has been included in 2024 budget ask for open learning area improvement initiatives across the campuses. See also 4.1.2 above. | Continuous evolution of campus to meet the strategic needs of the academic project embedded in all System and Operations endeavours. |
| | First Project Team meeting by June | On track. First Project meeting to be held by the end of June 2023. | A significant gift from a donor saw this project broaden to also incorporate a 'new' focus on high performance sport and research. This culminated with the development of the designs and costing for the Wits Brian and Dorothy Zylstra Sports Complex - a hub for the Braamfontein and Parktown campus sports facilities. The Brian and Dorothy Zylstra Sports Complex will also be home to the Wits Institute for Sports Health - strongly linking the sporting and academic endeavours of the University. | <p>Continually assess evolving needs of the campus with a view to being recognised as a leader in this.</p> <p>Identify opportunities for third party investment e.g. aquatics centre.</p> |
| | Steering Group to be set up by June | On track. Steering Group to be set up by 30 June 2023. | Working with DVC Morris. Steering Group is active and meetings with Dr Selamatsela Planning for Health Sciences library redevelopment project has progressed, with the concept approved at the 2 nd WCPDC. The Project budget has been included in 2024 budget ask. In addition, the Harold Holmes basement archives project has concluded, and the facilities have been expanded to house the JCI archives. An Archive and Digitisation facility, west of the William Cullen Library - and based on the existing 'garages' - has been approved at the 2 nd WCPDC. | <p>Redevelopment strategies with costing for phased approach implementation (Health Sciences, Harold Holmes and Geomaths Libraries by end 2023)</p> <p>New archives building strategy, launch national competition third quarter 2023.</p> |

Institutional Scorecard ,University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|----------------|------------------------|------------|---|---|---|--|
| Sustainability | | | 4.1.6 Review and update the campus housing and student residence planning and development strategy, establish and refresh the linkages with the planned Egoli Gas redevelopment and Braamfontein West redevelopment strategies. | <ul style="list-style-type: none"> - Present updated Wits accommodation and student residence strategy by 3rd WCPDC 2023 meeting. - Reinstate a bi-annual Wits Staff Accommodation Committee in consultation and under chair of Director: CHRL. - Complete condition assessment of Wits student residence portfolio by end 2023 for medium term budget input 2024-2028. | Incorporate the Student accommodation accreditation database in 2023-24 Wits SDF review | |
| | 4.2 Financial Strength | CFO | 4.2.1 Deliver Unqualified Audit Outcome from the external audit process, and clean audit outcome on the grant audits. | Unqualified Audit Outcome. Clean audit outcome on grant audits. | <ul style="list-style-type: none"> - Compliance to prevailing laws, legislation, and grant agreements. - Adherence to finance policies and procedures. -Implementation of corrective actions relating to the audit findings raised by both Internal and external auditors. | |
| | | | 4.2.2 A minimum of break-even Council controlled budget and financial results. Residences budget in – line with the long-term break-even plan. | A surplus/(deficit) greater than or equal to zero. | <ul style="list-style-type: none"> - Financial management culture to be inculcated. - Ensure the spend is in line with the approved budget. - Financial Management to be included as a KPIs on the officials who have a delegated approval mandate per the DOAD. | |
| | | | 4.2.3 Liquidity – Current ratio of at least 1. (Unencumbered current assets / unencumbered current liabilities) | Current ratio of greater than or equal to 1. | Working Capital management – improve on debtors' collection and payment of supplier invoices timeously (i.e., only when due). | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|---|--|---|---|
| | At least one meeting of Wits Staff Accommodation Committee | On track to have the first meeting before the end of June 2023. Coordination meetings are regularly held between the CHRL Facilities Managers and Services Department, and with PIMD since February 2022. | Coordination meetings between the FMs, Services and PIMD have been ongoing. Extra-ordinary operational meetings between PIMD, Services and CHRL and the ARC and DVC - often convened by Dean - have been very useful in order to deal with the emerging challenges of operational efficiency under difficult (and unexpected) conditions (significant water cuts, exceptional electricity cuts, and maintenance). There is probably a continuing need to review the Wits-owned and operated residence strategy. | Be recognised as a leader in energy efficient campus housing, and be seen to recognise student contributions in this area. |
| | - 100% of Expenditure spend to be aligned to approved budget unless approval granted per relevant governance structures.- Financial Management to be a KPI in the Performance Agreements of officials with delegated authority. | The 2022 year-end audit is still underway. | The Unqualified Audit Opinion was achieved by the University. An emphasis of matter was raised for the prior year adjustments on the AFS relating to predominantly Deferred Income. Compliance issue raised on the Declaration of Interests by employees. | - 100% of expenditure spend to be aligned to approved budget unless approval granted per relevant governance structures. - Financial Management to be a KPI in the Performance Agreements of officials with delegated authority. |
| | Current ratio of >1 | The financial performance of the University for April 2023 reported a surplus which was R187 million above the YTD budget. The salary increases for NEHAWU and Professional and Admin staff has been processed in the April 2023 Payroll. | The Financial Performance of the University for the year ended 31 December 2023 was R508.15 million, which exceeded the budget by more than 100% and on par with FY2022 R509.62 million [Council Controlled Unrestricted]. The results has been influenced by year-on-year growth in Total Income. There has been a year-on-year growth on the expenditures (employee benefits expense and Operating expenses). | Current ratio of >1 |
| | Operational Surplus > 2% (prior year) | The Current Ratio currently exceeding 1. The University has a healthy Operating Cash balances of above R2 billion to date, as we have started receiving the grants for the 2023 financial year. The Outstanding student debts are at R2.4 billion which is in line with past financial years trend and it is envisaged to decline as the financial year progresses. The outstanding Creditors Payment were at R76 million, with the majority of the payment sitting within the current and 30 days categories. | The operational surplus of R601.16 million has been reported for the FY2023. There has been year - on- year significant increase on the debtors, however the balance include NSFAS balances for 2018 to 2023. The Sundry debtors has shown improvement year - on-year post the approval of the policy by Council last year. The total Current Assets were R4.19 billion vs Total Current Liabilities of R3.53 billion | Operational Surplus > 2% (prior year) |

Institutional Scorecard ,University of the Witwatersrand (2023 - 2033)

| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
|----------------|--|-------------------------------|---|---|---|--|
| Sustainability | | | 4.2.4 Operational efficiencies: – Operational Surplus (year – on – year growth and well-contained Costs to Income ratio. | Operational Surplus of 2% above prior year. | Implement cost efficiencies strategies / initiatives. Optimal investment of excess funds for maximum interest income. | |
| | | DFO | 4.2.5 Continue with the Centenary Campaign, to fundraise both in SA and the UK, US, and Australia. Increase the number of donors from all sectors who give to Wits. | Raise R3 billion as per the Case for Support. | Build on the solid platform created as part of the Centenary Campaign. Targeted fundraising to continue amongst HNWI, corporates, trusts and foundations, and alumni. Continuously building the prospect base and proactively researching, stewarding, cultivating, and recognising donors. | |
| | | DVC Research and Innovation | 4.2.6 External annual income for research recorded by Wits, WCE, WHC | R1 billion | RO and entities providing good support to researchers | |
| | 4.3 Modernising Systems and Operations | DVC Systems & Operations. SET | 4.3.1 Complete the high level divisional strategy / organisational design for S + O. | 2024 onwards budgets to be aligned with new organisational structure. | Regular meetings with stakeholders and change consultant. | |
| | | | 4.3.2 Improve maintenance service delivery by the introduction of minor works framework contracts by the end of the 2023. | Award minor work framework agreements in the course of the year | Appoint procurement and contracting consultant. | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|--|--|---|--|
| | -100% of Expenditure spend to be aligned to approved budget unless approval granted per relevant governance structures. - Financial Management to be a KPI in the Performance Agreements of officials with delegated authority. | The ex-budget operational expenditure requests received to date has been funded from savings realised for the period under review. The savings delayed spending reported for the Direct Expenditure for April 2023 YTD were R112 million whilst the Institutional costs reported R11 million savings. The University has benefited from the high interest rate environment, and the Investment Income of R188 million has been reported for the April 2023 YTD which is 100% higher than the YTD budget. | The University implemented stringent budget internal controls with improvement on governance. The prudent financial management has yielded results on R206 million savings for the year ended 31 December 2023 (R100 million savings on Academic Costs and R106 million on Institutional Costs). | - 100% of Expenditure spend to be aligned to approved budget unless approval granted per relevant governance structures. - Financial Management to be a KPI in the Performance Agreements of officials with delegated authority. |
| | R2 billion | The target for 2023 for the Centenary campaign is R3,2 billion. To date Wits has raised R3,1m. Major gift fundraising is fundamental to the global fundraising strategy, which we continue to follow. An impactful Wits post-centenary internationalisation strategy is being conceptualised. | The revised target for 2023 for the Centenary campaign is R3,2 billion. To date Wits has raised R3,233 billion including four gifts greater than \$10 million. In addition, R500 million has been pledged from 2024 to 2026. The Zylstra Sports Complex groundbreaking took place in April. Plans are afoot to strengthen international offices. | In five years, Wits will have a solid donor base, which will contribute to Wits' financial freedom and institutional independence. Wits will be less reliant on state subsidies and will be more self-sufficient and sustainable. |
| | R5 million | | R2 610 million | R1.5 billion |
| | Present new S + O High Level Organogram to SET by 01 June 2023, | The draft S&O High Level Organogram was presented and discussed at the March 2023 SET Retreat, and Divisional Strategic Meeting of April 2023. The detailed review per department is at an advanced stage (75% complete) and on track. | The revised structure was presented and discussed at the SET Retreat in September 2023 and supported for implementation ('triggered'). The process leading to roll-out will be managed with HR. This sees a strategic realignment of the activities of the proposed divisions in the portfolio. | Efficient and fit for purpose portfolio in place. |
| | One minor Framework agreement by April | The Procurement Regularisation Project in progress, which includes the diesel supply and the generator maintenance contracts as well as multiple other contracts. Deliverable in progress. | Regularisation plan has been developed and accepted by Council. An eighteen month extension implementation plan had been formulated - as has a short-term regularisation process to take us forward. The target is to complete this by the end of 2024. Council Audit Committee is regularly appraised of progress through the office of the CFO. | All maintenance work, including preventative maintenance activities to be tracked and monitored on IWMS. |

| Institutional Scorecard ,University of the Witwatersrand (2023 - 2033) | | | | | | |
|--|--------------------------|----------------------------|---|---|---|--|
| | STRATEGIC OBJECTIVES | SET MEMBER | KEY PERFORMANCE INDICATORS | TARGETS | STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS | |
| | | | 4.3.3 Review specifications and usage of first round of smart classrooms deployed, update the smart class room base specification for future deployments. Identify the next 8 opportunities for the development of smart classrooms across Braamfontein and Parktown Campuses during 2024 – 2027. | <ul style="list-style-type: none"> - Conclude review with stakeholders by 01 March - Phase 2 of smart classroom project to be scoped and costed by 01 September 2023. | <ul style="list-style-type: none"> - Establish project stakeholder forum. - Appoint consultants from database. | |
| Sustainability | | | 4.3.4 Develop first draft of multi year capital budget for adoption by end 2023, with a maximum of 5 priority projects per Faculty. | <ul style="list-style-type: none"> - Present first draft of 2024 – 2027 Wits Infrastructure Capital Budget to 3rd WCPDC 2023 meeting. - Present draft of extended 2028 – 2033 Wits Infrastructure Capital Budget to 1st WCPDC 2024 meeting. - Present or adoption the Wits Infrastructure Procurement and Delivery Management Procedure and Guideline to 1st WCPDC 2023 meeting. | Include in SDF review consultation forums to ensure alignment with academic, research and enrolment. | |
| | 4.4 Campus of the Future | DVC Systems and Operations | 4.4.1 During 2023 / 2024 review and update the Wits Spatial Development Framework, ensure that this review incorporates all off campus property holdings. | Present updated of all off campus sites to 3 rd WCPDC meeting which will include SDGs. | Establish project team, hold regular project meetings and track progress ongoing to meet target. | |
| | | | 4.4.2 Formulate the Campus Sustainability Project for implementation in 2023 and beyond for: | Present 1 st draft of Wits Sustainability Infrastructure Sustainability by 3 rd WCPDC meeting. | <ul style="list-style-type: none"> -Host infrastructure sustainability workshop by 01 May 2023. - Appoint GIS consultant to provide GIS information to underpin all campus property and infrastructure information. | |
| | | | 4.4.3 Develop the Top10 capital projects list for the Wits 100 – 110 for adoption by end 2023. | Present first draft of Top 10 capital projects at 2 nd WCPDC meeting. | Ongoing consultation with SET through WCPDC to refine and determine. | |

| | MID -YEAR PERFORMANCE INDICATORS | JUNE 2023 | OCTOBER - DECEMBER 2023 | 5 YEAR PROJECTIONS |
|--|--|--|---|--|
| | Progress report to SET | Project is at planning phase, working closely with the Senior DVC Academic. | Four venues were converted to 'smart classroom' (science stadium WSS 1 and 2, Gatehouse 403, and 1 at WBS). Schools (such as WBS) have been upgrading some internal venues to hybrid-ready using their own budget but supported by Wits ICT AV. Submitted a budget ask of MR 10 to upgrade and convert about 11 classrooms to hybrid-ready. Collaborate with teaching and learning is ongoing to ensure alignment to the demands and how to secure appropriate funding. | Agile teaching and learning environment optimised to match the academic needs. |
| | Progress report to SET | Concept discussed at the 2 nd SET-WCPDC, multi-year budgeting strategy expands to support all supporting departments for the academic programme. The Revised S&O Portfolio structure will incorporate capacitation for implementation of this objective. | Each Faculty and 'SET Member' has proposed key strategic projects that are directly aligned with the University Strategy 2033. This is aligned with the top 10 strategic projects. However, this significant proposed list needs further enhancement and refinement. The budget request for 2024 has made provision for multi-year budgeting requirements in some areas. Evolving financial circumstances will require much further refinement. This must also be linked to ongoing development (DFO) activities and the consideration of new means of finding bridging finance for these projects. | Five year capital programme per department. |
| | Communication and awareness campaign to all stakeholders by June | On track and in progress. Requirements discussed at the 2 nd SET-WCPDC, and engagement meetings to be set up with stakeholders by the end of 2023. | Project plan and engagement methodology was prepared and presented at the 3 rd (last) SET-WCPDC meeting in November 2023. | Continuous evolution of campus to meet the strategic needs of the academic project embedded in all System and Operations endeavours. |
| | -Host infrastructure sustainability workshop by 01 May 2023 | This deliverable is aligned with the overall sustainability strategy, and in progress for approval. The Energy Strategy served at the 2 nd Council Exco and FinCo and elements have been presented at the Senate Meeting. 1 st public presentation on Business Continuity and National Power Crisis held successfully at the end of 2022, and the awareness campaign is ongoing. | A very successful Webinar was convened, hosted by PVC Valodia and DVC Jandrell - and including a combination of 'where are we going' and 'what are we currently doing'. The continuation of the deployment of renewable energy has been included in 2024 budget, along with planning budget for other interventions identified in the sustainability strategy. | WCPDC has sustainability as first priority in all decisions. |
| | Progress report to SET | On track for delivery. Concept discussed at the 2 nd SET-WCPDC, multi-year budgeting strategy expands to support all supporting departments for the academic programme. All Deans have been asked to submit their top 5 projects for considerations as part of this list. | High-level input has been received by all stakeholders, and the input needs further enhancement and refinement in order to develop initial top 10 priority projects. Thereafter, the project business cases and feasibility need to be developed. (See also above.) | Annual review of this capital projects priorities, update at WCPDC. |