2024 Council Self-Assessment Report

Appendix A

Flower Hall

2024 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 **2024 academic year** and must be submitted by **30 June 2025**.

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

Strategic leadership, vision, mission, context and transformation, and risk management and sustainability

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:

Council members expressed the view that the discussion on these matters is usually robust and the opportunity is provided for deep exchanges before taking any decision

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:

It was noted that policies lapse on different dates and there is a schedule for lapses and reviews and number of policies are updated on an annual basis. This is done religiously yet periodically.

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

True	**X**	More true than false	More false than true	False

Comments:

It was agreed by majority of Council members that whilst Council did this it would benefit Council to draw up a formal Stakeholder Management System which would enhance the existing process.

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

True	**X**	More true than false	More false than true	False

Comments:

Various reports on transformation have been discussed. Areas of improvement have been identified which are in play.

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 importance of oversight by Council as well as the steering of strategic futures were practiced. Members agreed that there is a clear understanding of the distinction between governance and operational management with regards to strategic leadership

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 ensured the alignment of the 2033 Strategic Framework with Senate input on academic matters which includes quinquennial reviews and academic developments as part of the standard Consent Agenda

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:

Enrolment targets are a standard agenda item, whilst the Scorecard which includes throughput and graduation rates is reported on annually in April and September. These are closely monitored and assessed by members

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:

This is one of the central mandates of the institution. The performance in research is presented and assessed.

Through its URIC subcommittee, Council could explore current trends, future opportunities, current risks, and future risks.

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:

These are fast changing and are delegated to various structures within the institution and would thus be difficult to quantify but Council should give more attention to this.
Council acknowledges that there are various initiatives across the university and recommends that more formalised reporting should be considered.

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:

This happens in every Council sitting.

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:

The approval took place after an in-depth assessment of various aspects of the budget.

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:

The Audit Reports after having served at earlier Audit meetings are presented and discussed at length.

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 Chief Financial Officer presents financial statements, and these are rigorously inspected and discussed.

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:

A report on the state of IT has been presented and a plan for phasing the updating infrastructure was presented and approved following incisive discussions

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:

Reference is made to legal framework and policies when appointments are made. Transformation profiles are presented to determine appropriate appointments in terms of diversity needs

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:

These are generally presented by the Deputy Vice Chancellor, Systems and Operations.

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:

This is presented to the Council Audit and Risk Committee.

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:

The Vice Chancellorconsistently reported on the university's activities and acknowledged personal achievements of staff and students as a reflection of the university and its mandate

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 Remunerations Committee reports via the Chair of Council ,serve regularly before Council in confidential sessions and information is substantiated, clear and measurable

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:

The Registrar effectively and efficiently conveyed the necessary statutory reports after deliberation by Council. These are submitted timeously.

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:

The process is consultative and considerate of the diversity participation in the University

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:

The reports that come to Council always involve stakeholder engagements before they are engaged by members.

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:

This is correct and in place for all instruments and are outlines on the intranet.

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

True	**X**	More true than false	More false than true	False

Comments:

An induction process is followed, and Council members can always ask for more information should they need assistance/clarity.

When inducted, new members received policy documents of the university.

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:

Charters which include Remit and Membership are in place for all governance committees. The Statute and rules are very clear on membership criteria. During the induction of new members, tables are shown and the criterion for their membership is reflected and justified.

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:

Committees follow council approved Charter procedures.

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:

Yes, all agendas (general and consent) are shared in time for members to read. If any additional items are added, they are done through consent of members

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:

Formal meeting protocols, with appropriate quality agendas, supporting documents and minutes are always followed.

The Chair does so with respect for protocol, procedures, but also with respect to Council members

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:

Forum reports are provided but members believed Forum advice to be rare.

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 reporting on Council activities through a Council update newsletter keeps the University community abreast of Council's work

6. General Comments

6.1. General comments:

Verbatim comments

"I am more than satisfied that the Council operates within the regulatory framework of the law. Members have a clear understanding of our roles and responsibilities, with a sound working relationship with the executive management. We enjoy strong, experienced leadership from the Chair"

"The governance of the institution is very sound; the vice chancellor and his deputies are very engaged and transparent. The chairperson of council is equally engaging and inclusive with patience for varying opinions from time to time. Council is well composed, skills wise to provide strategic leadership and decorum to the institution"

"The composition of Council is generally supported by appropriate skills. Timely filling of vacancies particularly of Government stakeholders would further enhance the effectiveness of Council"

Approval and Sign-off

Chairperson of Council

Mr Isaac Shongwe		17 June 2025
Title, Initials & Surname	Signature	Date

Vice-Chancellor

Prof. Zeblon Vilakazi		17 June 2025
Title, Initials & Surname	Signature	Date

Registrar and Secretary to Council:

Mrs Carol Crosley		17 June 2025
Title, Initials & Surname	Signature	Date

2024 Institutional Scorecard

Appendix B

Wits Identity

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
1.1 Strategic objective: People and Culture - (DVC: People Development and Culture)			
1.1.1 Institutional Cultures Process	Implement Institutional Cultures Survey/ Review	Broad-based consultation, marketing of process, and implementation of archival, qualitative and quantitative components with internal and external stakeholders	Archival, qualitative and survey components of the institutional cultures study all completed; initial presentation to SET, SMG, HoS. Policy reviews for 2024 completed, presented to HRC and due to be presented to Senate and Council. New EAP service provider commenced, staff wellness week completed.
1.1.2 Staff Development and Organisational Design Initiatives	Analysis of all offerings that we have in relation to staff development across various portfolios, units and faculties; develop plan to address training lacunae	Back-and front-end portal for staff development and training; HRDU to identify training gaps and to generate recommendations	Mandatory and discretionary grants successfully attained for training roll-out, based on submission of the ART and WSP. Preliminary job families and individual development plan matrix developed to support PAS career advancement pathways and planning.
	Track/monitor staff development progress, as per the CHE review	Consolidate various tracking and monitoring systems across various portfolios	Transformation and Gender Equity Office reviews competed and new transformation pillars also completed; submitted to TSC, TIC, Forum, SET and due to be presented to Council.
	Support organisational design processes across various units	Consultations and implementation plans in Services, Finance and WBS	Ongoing support to Systems and Ops portfolio and Finance portfolio in the restructuring and re-organisation processes. Central HR alignment process with divisional HR being finalised. Internal realignment of HR division and work allocation also in draft form.
1.1.3 Align HR Policies, Procedures and Practices	Policy, procedure and practice audit and review	HRC and faculty reviews; develop centralised oversight of HR functions in decentralised units	Policy reviews for 2024 completed, presented to HRC and due to be presented to Senate and Council. Approximately 15 policies revised/reviewed and/or repealed for 2024.

Wits Identity (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
	Staff remuneration and rank advancement	Implement salary adjustments for academic staff; initiate PAS staff advancement protocols; develop PBM/R system for PAS staff	Salary negotiations with ALTSA and NEHAWU underway. October salary adjustments for academics implemented. Ongoing reporting to SET. Job families and individual development plan matrix developed to support PAS career advancement pathways and planning, and to align to performance management and incentive scheme.
	Comprehensive workforce planning	All executives to conduct future staff planning exercises in their respective portfolios	Staffing plans presented, under discussion at VCO, SET and with CFO and VC. Staffing adjustment factored into new enrolment plan to maintain current student-staff ratios. Staffing sustainability plan presented to Council.
1.1.4 Update Transformation and Social Justice Thrusts	Complete new Transformation, Gender Equity and Social Justice plans	Finalise reconfigured transformation pillars and full strategy; develop new EE Plan; maintain or improve B-BBEE scorecard level; finalise GEO strategy and implementation plan; implement Social Justice plan	Revised pillars developed within updated transformation framework and to be presented to Council; GEO Director appointed; gender equity framework being finalised; B-BBEE and EE reporting underway and being verified.

Wits Identity (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
1.2 Strategic objective: Brand and Reputation Leverage and promote a Wits identity to enhance relationships, reputation, and revenue - (Advancement Coordinator and HoU)			
1.2.1 Research, conceptualise and execute a strategic internal and external marketing, branding and communications campaign to promote Wits' achievements, in order to enhance our reputation both locally and in selected countries abroad. Profile Wits, its research, teaching and learning, people and alumni through paid, earned, shared and owned media	Entrench the Wits. For Good brand within and beyond the University, Jo'burg and SA. Finalise a strong position statement for Wits and execute year 1 of an internal and external marketing strategy. Work with faculties to publicise research and researchers in priority areas.	The Brave Group has been briefed to develop a Brand Playbook for Wits and to align with signage policy and the integrated branding, marketing, and communications strategy A web audit has been commissioned.	1. The Wits Brand Playbook is complete and will remain a living document that will be updated as and when necessary. 2. The Signage Policy has been commissioned, is in progress, and will be completed by year-end. 3. The communications strategy has been executed, yielding an AVE of R797,108,359 from Jan-Sep 2024. 4. The Marketing Strategy has been completed and presented to SET with the 2024 campaign running until November 5. The Wits Shop retail partnership RFP is on track to go out before year-end 6. The website audit is complete and recommendations will be implemented from 2025. 7. The launch of the Digital Dome, MIND and the relaunch of WItsPlus PTY Ltd will add to the reputational value of Wits.
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	A 10% increase in the number of WAF donors, including a 10% increase in regular donors.	A tailored alumni relations strategy will be executed in 2024.	Four successful alumni reunions were held in the US and Canada. A host of alumni and potential individual donors were met in the UK and US, as well as in SA. Appeals were distributed through the Wits Review and online newsletters and communication. An outreach programme to get staff to sign up for the Wits Annual Fund was also initiated with 58 new staff sign-ups so far. An alumni reunion is planned to take place in the New Digital Dome on 16 November in Jhb.

Wits Identity (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
1.3 Strategic objective: Place and Partnership - (SET)			
1.3.1 Strengthen Wits' place - In the City - In the region - On the continent - Globally"	- Extend relationship with Edinburgh/ Leeds/ SOAS/ UCL - Re-invigorated relationships with e.g. Gauteng Research Triangle (GRT) and with business - Effective relationships with ARUA and AFRETEC - Deepened relationships with Universities of Venda (UniVen) & Limpopo (UL) - Establish and maintain collaborations with internationally recognised universities	- Convene at least one meeting of GRT once MoU is resigned. -Continue to participate in the CoJ-HEI forum (with UJ, UNISA) - Increase the number of new international strategic partnerships - Increase participation in AURA activities, e.g., CoRE with Guild, AFRETC, Global Knowledge Village (World Economic Forum) - Assess ways to maximise the benefits to both parties iro UL and UniVen relationship -Explore UG and doctoral collaboration on climate change -Actively participate in the various decision-committees and workshops of AFRETEC; submit high quality multidisciplinary proposals into AFRETEC programmes involving network partners.	The GALA network hosted an international conference on "how can the liberal arts help a world in crisis?" Students and staff from Wits presented papers at the Conference hosted by Bath Spa University. The WESAF doctoral training platform has received a generous 10-year grant from ARUA to continue the interdisciplinary work in the area of sustainability. Refer to Social Impact point 3.2.1 -A new CoJ-HEI MoU has been drawn up and should be signed before the end of the year. -We have a meeting scheduled for early November to explore collaboration options with the University of Mpumalanga -We are in the process of securing a Seed Funding agreement with Tsinghua University in China. -Wits is the lead partner in 2 ARUA PhD programmes and is a partner in another 5 Phd programmes. -The Faculty of Health Science is preparing a proposal for an ARUA - Guild CoRE in Vaccines. FHUM: The OSUN Network is active and continuing with academic certificate offerings, teaching mobilities and staff research grants. CIVIS Network continues and recognises associate member of the European University Alliance. Social Work and ACSUS are forming a summer school programme with Morgan State University.

Wits Identity (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
1.4 Strategic objective: Student Experience - (Dean of Students)			
1.4.1 Finalise the centre for student development organizational arrangements, including programme offerings	Offer students a wide range of student development experiences and challenging intellectual engagements Shape student experience through provision of varied developmental opportunities meant to enhance student academic success at both undergraduate and postgraduate level. -Nurture student leadership through inclusion and intentional involvement of layers of student leadership such as school councils in developmental programs. - Cultivate student entrepreneurial mindset by leveraging the strategic location of the Entrepreneurship Hub to scale student entrepreneurship programs.	-Host an inaugural student leadership conference for the CSD launch and institutional reveal. -Establish Student Transition and Persistence Unit (STPU) as an area with defined focus on student orientation/ acclamation. - Launch E-Hub and increase a number of students participating in student entrepreneurship activities.	Inaugural Student Leadership Conference was held on the 4th and 5th of October 2024. The conference also served as a launch for the Centre for Student Development (CSD). The centre is envisaged to drive Student Affairs' strategic objectives on development, leadership, transitions and community building.
1.4.2 Promote the Co - curricular transcript	Implement the Senate approved Co-curricular Transcript in support of student co- and extra-curricular activities	Document and issue recognition to 2024 student cohort participating in the approved co-curricular activities as first recipients.	- 11 programs have been approved to date for recognition. - User Acceptance testing stage is still underway to ensure a fully functioning site. Administrators will begin with loading of names to the site in November for transcripts to be issued.

Wits Identity (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
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.	Review and refine climate change course for first years. Coordinate and implement a coherent and successful GTS programs to enable seamless transition of first year students.	Planning for GTS has started with a draft programme. - GTS planing committee has been established with STPU taking lead on coordination and project management. - FYE committee re-established, the committee met once and the second meeting was held at the end of October - 2025 GTS dates are finalised and incorporated in the institutional almanac
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	Co-create with postgraduate affairs an impactful PG orientation program that integrate faculty and student life components to facilitate PG student transition. (JS)	The GALA network hosted an international conference on "how can the liberal arts help a world in crisis?" Seven postgraduate students and staff from Wits presented papers at the Conference hosted by Bath Spa University. Five Bath Spa staff members have been awarded bursaries to support short visits to Wits during 2024–25. There are plans for similar travel bursaries to be made available to Wits staff in 2025. - CCDU psychologists and social workers will be contributing to the Wits Doctoral Academy Curriculum Development project, a UCDP project overseen by Professor Bradbury. The team will be developing and presenting supportive and pertinent psycho-educative modules as part of the curriculum for Doctoral students. - The postgraduate book club was held on the 3rd of October 2024, with approximately 90 PG students in session reviewing a book authored by Dr Mbuso Nkosi. - Dates for the PG Orientation 2025 have been confirmed as 05 to 07 February 2025 and planning of the orientation is underway.

Wits Identity (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
1.4.5 Implementation of the Wits mental health strategy - Establish the student mental health forum. - Work collaboratively with stakeholders on mental health campaigns, including advocacy initiatives.	- Promote a culture of care and holistic wellness - Enhance services that support personal health, wellness and safety.	Quarterly review and planning meetings of the student mental health forum; - Blended mental health service offerings; - Advocacy and awareness campaigns, with particular focus on prevention. Capacity building psychoeducative / supportive skills workshops for students and staff cohorts	- CCDU coordinated and hosted the mid-year multi stakeholder Mental Wellness Strategy Workshop Meeting on the 26th July in the Council Chamber. The workshop was attended by over forty participants.
1.4.6 Implement policy on residence bed allocations	- To ensure that first years are prioritized 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 - 50% of all residence beds allocated to first year students.	Review the current first year allocation policy and especially the 50% target	The Residence Admission Policy was updated and approved by the University Council. The effected changes will smoothen the process of ensuring that first year students make it into residence programme without hindrances of distance and some peripheral redtapes. Plans are afoot to enhance the IT part of the process to ensure that the process is not in conflict with the Policy.
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. - Establish 6 living learning communities: social justice, leadership, green campus initiative, health and wellness, women in leadership, LGBTQI+ functioning across residences.	- 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 celebrates 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.	Men's Residence and Knockando established as- first year residences with focussed development and support initiatives in line with the broader residence culture review and development project. Finalize conceptualizing of the residence culture initiative as part of the broader institutional culture project.	-The Jerry Mofokeng conversations had a positive impact on Knockando Halls of Residence students. The students collaborated with the University to implement necessary programmes and behavioral changes. As a result, the University has decided to allow students to return to the residence next year if they meet all requirements. The Men's Halls of Residence will continue to be designated for first-year students, and the University will work with the 2025 cohort to prevent the spread of any toxic culture.

Academic Excellence

University of the Witwatersrand (2023 - 2033) *DHET Targets

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
2.1 Strategic objective: Student success - (DVCs R&I and Academic, Deans, Registrar)			
2.1.1 *Postgrad completions – Hons, Masters, PhD, PG Diplomas for previous year	5495	Appoint a PG Education Specialist in CLTD to strengthen postgraduate supervision capacity through creating a ladder of learning opportunities, including learning about different models of supervision Implement the 2023 - 2027 PG Strategy, specifically making use of the GRM, and PG curriculum development that supports the students in the execution of their studies. Implementation of new platform PG research training strategy	Total: 5898 Commerce, Law and Management - 2199 Engineering and the Built Environment - 807 Health Sciences - 752 Humanities - 1357 Science - 783
2.1.2 *Manage UG enrolments in line with institutional aspirations and DHET targets	2023 DHET target 25273 Over and under enrolments to be within 2% margin for faculties	Increase throughput rates by providing more academic support for students. Select FTEN students more stringently. 2nd year of revised offer registration process.	2024 DHET target 24478 Over and under enrolments were within 3% margin for faculties.

Academic Excellence (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
2.1.3 Ensure quality curriculum, teaching and learning, and assessment	Quality Assurance process for programme reviews devised and piloted. Artificial Intelligence (AI) tools are integrated into curriculum design, including assessments Information and data are collected and applied to continually enhance the quality of educational provision Teaching is continually enhanced through academic staff participation in Continuous Professional Learning activities related to university teaching Programme reviews of selected qualifications confirm alignment to CHE standards and industry requirements.	Develop next five-year Teaching and Learning Plan (2025-2029). Devise a Quality Assurance Process for regular reviews of programmes. Run webinars, workshops and events and produce resources to guide staff and students on productive and ethical uses of AI. Implement the Policy for Evaluation of Students' Learning Experience. Implement the QA Manual to operationalise the Framework for Quality Assurance of Educational Provision (approved in 2023). The Continuous Professional Learning Framework for Academics as University Teachers is operationalised. Teaching requirements for academic appointments and promotions stipulated in the HR Policy approved in 2023 are implemented by staffing and promotions and selection committees.	The 2025-2029 Learning and Teaching Strategic Plan was approved at Senate and Council in the final meetings for 2024. The 2025-2029 Learning and Teaching Strategic Plan was presented university-wide to Faculties, Learning and Teaching Units, students, SET, the Senate and Heads of Schools. A total of 17 presentations were made and support for the six identified focus areas were obtained. The draft of the full strategic plan was presented to the Senate Teaching and Learning Committee where comments were received. After revisions, the strategic plan was tabled at Senate in November for approval.
2.1.4 *Undergraduate qualified for the previous year (completions)	5650 - Total qualifying headcount.	BIS produces data of bottleneck courses and students who are academically at risk, which are used by faculties to formulate and implement targeted interventions. CLTD and Faculty T&L units provide support in course and assessment redesign, where needed. The uptake and efficacy of student supports are monitored and evaluated. Programme reviews implemented. Programme reviews implemented. Student success programme. High risk courses identified in each faculty.	4 896

Academic Excellence (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
2.1.5 PG student peer-reviewed publications	230 DHET units	Implement the 2023-2027 PG Strategy. Encourage more PhD students to use the "by publication" route. Encourage all PG students to published their work with their supervisors. PhD students in Science are paid an internship stipend to write papers while awaiting the examiners reports.	195.67 units
2.1.6 *FTEN Enrolments	5945 - Managed in line with DHET target FT/ Excludes online and occasional. Targets have already been set in submissions to DHET.	Choose incoming 1st year students more stringently Enrolment dashboard registration processes.	5 799
2.2 Strategic objective: Graduates of the Future - (DVCs R&I and Academic, Deans)			
2.2.1 Maintain Science, Engineering and Technology profile	50% Attain PG targets for the Faculties of Science, Engineering & Built Environment and Health Sciences.	Increase supervisory capacity; PGDip Innovation, PG Dip Data Science multidisciplinary quaifications that serve all 5 faculties. Ensure curriculum and projects are modern and at the cutting edge, relevant and intellectually stimulating. Targeted faculties identifying specific cohorts of students	49%

Academic Excellence (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
2.2.2 Maintain Science, Engineering and Technology profile	Increase access to, and uptake of, continuing education, while providing an additional income stream for Wits. Offer microcredentials with digital badges that can provide access to, or form part of, formal programmes, as well as supporting career development. Offer new fully online degree programmes. Run courses and programmes using a blend of on-site and online activities that enable a level of flexibility in when and how students learn while ensuring students benefit from on-site educational activities. Online programmes and stackable qualification rolled out.	Launch and aggressively market Wits Plus (Pty) Ltd, a wholly owned Wits commercial company, to centralise the administration of short courses. Brand and quality assure identified short courses as microcredentials, that can be stacked, count as CPD, or used towards a formal qualification. Provide support for the development of fully online courses and programmes through the CLTD and Faculty T&L units and quality assurance through Wits' membership of Quality Matters. Provide structured learning opportunities and support for academic staff in designing courses to be offered in a blended mode. Introduction of new online qualifications and stackable short and micro-credential offerings	The Wits Plus (Pty) Ltd has been working with strategic intent with QAPO, the CLTD and Faculty representatives to: 1. Develop a short course programme review framework to ensure that the offerings meet the quality standards of the University; 2. Create a student, staff and stakeholder evaluation tool for timeous and substantive feedback on short courses and 3. Further our understanding of microcredentials and how these can be used to further lifelong learning. The CLTD continue to offer professional development opportunities to staff and are working with two Faculties to develop fully online programmes, one of these will be ready early in 2025.
2.2.3 *Postgrad enrolments – Hons, Masters, PhD, PG Diplomas	18178	Secure more bursaries for PG students; create employment opportunities for PG students at Wits Implement the 2023-2027 PG Strategy. The GRM will provide useful information to monitor supervision loads. Use of Targeted recruitment platforms and shared portal extensive social media advertising	Total: 16 430 Engineering and the Built Environment - 2 314 Health Sciences - 2 956 Humanities - 3 260 Science - 1 954
2.3 Strategic objective: Advancing the Pursuit of Fundamental Knowledge - (DVC Research and Innovation/Deans)			
2.3.1 *Research productivity: number of approved DHET units for the previous year	2 200 DHET approved units for publications in 2022, reported to the DHET in 2023.	Encourage research activity by implementing the 2023 - 2027 Strategic Plan for Research.	2023 publication year: 1 969.7 units approved For 2024 publications the total DHET units stands at 2 076

Academic Excellence (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
2.3.2 Research productivity: number of journal articles, books, chapters, and proceedings papers indexed by the Web of Science. (Year to date	3 300 items in index	Encourage research activity by implementing the 2023 - 2027 Strategic Plan for Research.	For 2024, the number of journal articles, books, chapters, and proceedings papers indexed by the Web of Science stands at 3 522
2.3.3 **Research output per instructional research / professional staff (all permanent academic staff)	3.4 units per capita	Encourage research activity by implementing the 2023 - 2027 Strategic Plan for Research. It is important to note that the DHET definition of 'weighted research outputs' includes publications and research degree completions.	Based on approved 2023 publications and PG student completions the productivity was 3.04
2.3.4 Facilitate impactful research and scholarship outreach (Open Science Publishing)	30% publications in Open Access Journals supported through Transformative Agreements with publishers.50% WiredSpace Webometrics & SDGs rankings. 5% datasets deposited in Figshare. 75% of students/ academics reached through training. (hybrid)/consultation. 80% of citation and altmetric reports.	Provide bibliometric reports and other metrics to support researchers and decision-making. Provide persistent identifiers for curated research outputs to researchers for purposes of linking back to the institutional repository to enhance visibility and impact. Implement Data Management Plan Workflows and train researchers on uploading of data sets to the repository (Figshare). Promote Open Science and FAIR Data Principles. Promote University-wide dialogue on Open Science, Transformative Agreements and Open Researcher Tools. Enhance research outputs and SDGs on WiredSpace. Train on research capacity.	TAs: (350%) WIREDSpace: (639%) FigSHARE: (100%) datasets deposited. Faculty Training (staff/students) TOTAL: (26%) of students and academics. Citation Reports not started thus not measurable.
2.4 Strategic objective: Knowledge Generation for Societal Advancement - (DVC Research and Innovation/Deans)			
2.4.1 Publications in WoS aligned to SDG	A total of 1850 WoS publications aligned with tone or more SDG	Encourage research that is aligned to SDGs	As at the end of 2024 there were 4 066 publications aligned to one or more SDG.

Academic Excellence (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
2.5 Strategic objective: 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	20 graduations per year.	Advertise the ECAD so that Heads of School can use it to enhance the capacity of their early career academic staff.	Currently there are 48 delegates on the ECAD programme. We started the year with 50 people but two have left the programme: one from Clinical medicine and one from Demography. EMCAT - 18 month long programme with 18 sessions in the programme. 4 events hosted and 29 participants on the programme across disciplines.
2.5.2 Student Development Initiative- UG to Post Doctoral Fellow trajectory	Harmonise T&L, PG and Research strategies, through clear vertical articulations.	Develop vertical articulations between UG, PG and Postdoc programmes, coordinated by their relative directors.	The Student Transitions and Persistence Unit (STPU) was established in March this year to ensure appropriate support to students on their transitions from high school to university, and into various years of study, including focusing on coordinating dedicated support to the postgraduate students. The STPU is working closely with the Research Office towards the student life components of the envisaged Doctoral Academy.
2.5.3 Number of active postdoctoral fellows	250 active postdocs.	Develop a postdoc culture across the university, targeting areas where this is lacking. Also seek multiple funding sources.	295
2.6 Strategic objective: Innovation and Academic Entrepreneurship - (DVC Research and Innovation)			
2.6.1 Number of idea registrations (disclosures)	20 ideas registered per year.	Encourage the use of the online idea registration portal, through advertisement and giving helpful support to those that do register ideas.	32 idea registrations on record.
2.6.2 Advertising value equivalent (AVE) recorded for press releases at the time of reporting	R 200 million per year.	Encourage academics to engage in research and innovation with impact, and to share this through the Communications division.	R36 148 019.00

Social Impact

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
3.1 Strategic objective: 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	Increase and enhance our involvement with civic organisations on concerned about the impact of climate change, poor sanitation ; access to water, and all forms of diseases. Major reduction of effluent and toxic gas emissions.	Increased campaigns and roadshows from our scholars and students already working with communities in Alexandra, Soweto, Orange Farm, etc. Engage industry through Industrial Advisory Board and other key industry partners to work with the FEBE in mitigating environmental impact.	The Wits Writing Center has undergone rebranding as the new Wits Reading and Writing Programme to actively offer reading assistance to students of the University. In 2025, more marketing and advocacy of the Center will be done. Activities to encourage reading have already started with the Center hosting poetry readings and consultations with students. ARPL, FEBE: Prof Marie Huchzermeyer has been leading a 2-year project in the Kelvin-Alexandra-Frankenwald areas. Staff and students are working with the community members in planning the neighbourhood for low-income dwellers. Prof Philip Harrison through the South African Chair for Spatial Analysis and City Planning, and Associate Prof Sarah Charlton, have been collaborating with students and staff at the University College London in studying the settlements in the Bushbuckridge, Wits Rural Campus Base. Dr Paolo Moreira, built an installation in collaboration with residents from the Alexandra-Frankenwald entirely from recycled materials. This is standing in the courtyard at SoAP.

Social Impact (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
3.1.2 Bridging high school to university studies	Increase the number of high school students who register for engineering at Wits	The NextEngineers programme funded by GE. The Targeting Talent Programme for academically deserving pupils from schools across South Africa. The ESKOM EXPO for Young Scientists: Wits continues to actively participate through providing volunteer leaders and judges at various levels of the programme.	Draft programme for GTS. FEBE participates in the Next Engineers Programme (NEP), a global initiative spearheaded by General Electric (GE) and FHI360, in collaboration with local partners such as PROTEC, Kutitiva, and the Gauteng Department of Education (GDE). This initiative aims to cultivate a diverse future pipeline of engineers from under-served communities, offering them access and hands-on exposure to engineering concepts and careers, and providing financial support for those pursuing engineering degrees at university. The first cohort of students graduated on 27 September 2024.
3.1.3 Research and advocacy targeted at influencing Gvt health policy	Continue with projects such as the Rural Health Advocacy Project and Wits Rural to research and assist in the provision of equitable healthcare.	Increased facilitation of self-advocacy, generation of debates listening to the voices of health care workers; monitoring implementation of health policies, support pro-equity government interventions, and influence decision-making that is in keeping with local realities.	School of Architecture and Planning secured British and Swedish grants to sponsor students research in South Africa, Mozambique, and Ethiopia. Several programmes in the School of Human and Community Development (Social Work, Psychology, Speech and Lang Path) - professional degrees have undergone HPCSA review via CHE. Scholars continuously produce impactful research. All clinical research in the School of Therapeutic Sciences translates to practice in all areas of practice Research in the pharmaceuticals have resulted in patents. Contribution to clinical practice through training, continuous professional development Development of Clinical pathways and clinical guidelines used in all hospitals.

Social Impact (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
3.1.4 Student training, engagement and service delivery in various industries and public service sites	Strengthen our student training and outreach platforms such as our Law Clinic and Entrepreneurship Clinic	Increased number and quality of student training engagement in these platforms	FEBE through MIA is an active member of the Teacher Training Programme development group within Innovative Engineering Curricula (IEC), which aims to pilot said programme starting in 2025. This will be an accredited programme intended to bridge the gap between untrained and a PGDip to help university engineering educators better prepare students for the working world.

Academics together with Wits Plus (Pty) Ltd continue to work with industry professional offerings access to education (E.g. training for trade unionists, and journalism and media). Arts (Film and TV) secured 3.8mil funding from NETFLIX under the Digital Equity Programme and provided 140 students with macbooks for their development in the creative field.

Students are placed at both central regional and district hospitals and provide service learning.

Students contribute to service delivery.
Students return to public service once exposed during training.
Students contribute to quality assurance processes. |

Social Impact (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
3.1.5 Improving lives of the communities we serve	Continue to work on projects on the arts, human and community development, social work, rewritings social and community histories, uplifting sanitation and hygiene conditions, that have been initiated by some of our scholars. Continue working with the City of Johannesburg's Housing Department for the in situ upgrading of the Slovo Park informal settlement.	Increase number of community workshops and where possible invite some of the community people to the university to be part of the performing arts, to showcase their talents. Increase integrated research from engineering, psychology, biology, history to educate the communities about the dangers and risks of poor sanitation while assisting with provision of low tech solutions. Our academics serve in the advisory committee for the task team.	Community engagement framework/policy being finalised; additional transformation pillar on public engagement now also included in our Transformation Strategy.

The Emthonjeni Centre continues to provide a wide array of community-based services opened to the public. |
| **3.2 Strategic objective: Strengthening Democracy and Governance in South Africa - (SET)** | | | |
| 3.2.1 Partnerships with HEI and civic society | Build on existing partnerships to extend exchange programmes and enrolments into joint-postgraduate qualifications with other HEIs, such as Edinburgh, Bath-Spa (GALA project); Queens University, Ontario; SOAS. | Introduction of new programmes and enrolments into exchange and joint-qualifications | Second semester focus has been on the completion of the coursework and dissertation components of the MScR (part 1) of the WESAF programme. Online workshops were held to provide structured support for the PhD (part 2) application process. This included coordinating supervision opportunities and information briefing slots for both Fellows and supervisors.

The final outcomes of the MScR component were released, marking the exit point of this part of the programme. 44/48 Fellows will graduated in November 2024. The application process for the PhD component closed in the second week of October 2024. The Afretec Entrepreneurship pillar in collaboration with the trainer workshops were held, presented two workshops in the week of 30 Sep – 4 Oct. |

Social Impact (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
			This workshop was an exchange of ideas with representatives from all of the Afretec institutions, engineering students and associated campus events in support of entrepreneurship being discussed. Best practices in inspiring innovative and entrepreneurial skills in students and the way the courses are designed to connect to the local ecosystems were also exchanged. The Academia-Industry Collaboration Workshop in Digital Transformation, Green Growth, and Job Creation was run on 30 September and 1 October.
			This panel discussion on the impact of the future skills vision, skills exploration and digitalisation. Partnerships around research initiatives that industry is willing to support and explore were discussed as well as strategies for effective collaboration and how partnerships contribute to advancement in research & industry growth. A panel discussion focused on Entrepreneurship models for industries' gain; innovation management and mentorship in the context of academia-industry collaborations. Topics also included Commercialisation guidelines for academic-industry collaboration and IP Management - how to collaborate with universities and make everyone win.

Social Impact (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
			The Afretec Inclusion and Impact team in collaboration with Wits Disability Rights Unit conducted a Workshop on Disability and Technology in Higher Education on 3-4 September. The workshop was attended by 66 delegates from all Afretec universities as well as South African participants.
			Them was Enabling Access and Success, focus on assistive technology, artificial intelligence and tech innovation, Universal Design for Learning (UDL), disability policy, and research in the disability sector. The workshop created an opportunity to foster partnerships across Africa.
			The workshop laid the groundwork for the formation of an African Higher Education Disability group. Wits University's Disability Rights Unit (DRU) will spearhead this collaborative effort, driving the push for more inclusive education systems in Africa. Afretec will develop a white paper to guide institutions on the provision of assistive technology for students with disabilities.
			New MOUs with institutions in Africa and India.

Social Impact (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
3.2.2 Position Wits as leading research institution strengthening democracy and governance	Continue to advance democracy and good governance within the state, along with good corporate governance and an emphasis on ethical leadership and sustainable value creation	Enrolments in relevant qualifications and executive education programmes in WBS, WSG and SOA. Performance of existing and new chairs/centres focused on governance.	WSG hosted international ICEGOV conference. Wits School of Construction Economics and Management provided a 2-day capacity building workshop to the new Parliament's Portfolio Committee on Public Works and Infrastructure (PCPWI) on 8-9 October 2024. The capacity building involved eleven members of Parliament in the PCPWI and four Support Personnel assisting the PCPWI. The training was facilitated by Prof Ron Watermeyer and Prof Sam Laryea. This empowered the PCPWI to undertake 2-day oversight visits that took place after the workshop and equipped the PCPWI for its work over this Parliament's term of office. Further engagements are expected going forward. FHUM Conferences included a successful run of the 2nd Annual Queerness Global South Conference, 10th annual Wits Centre for Diversity Studies conference "Irreverence, Ridicule and the Risqu: Humour in (de)(pro) moting social justice", ACSUS "Amplifying African Voices for Strategic Action", Arts "CILECT-CARA Conference", History "South African historical Society Annual Conference."
3.3 Strategic objective: 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	Goal setting matrix developed	Set up processes, including appointment of Sustainability Officer to implement Strategic Plan that has been developed	Data for 5 year planning process being collected and targets at 5 year intervals being developed to meet net zero by 2050.

Social Impact (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
3.3.2 Build partnerships with Presidential Climate Change Commission, Business, Labour and Civil Society on climate change support.	Evidence of research collaboration with the PCC	Engage with the PCC and social partners to advance collaboration and set up a series of discussions with the PCC re their ongoing research plan.	Further collaborations with the PCC being developed including, for example, on Ghosh seminar.
3.3.3 Develop research capabilities on the social impact of climate change, including research on critical minerals	Support 4 research roundtables on key aspects social impact of climate change, for example water. Initiate discussions to source funding for critical minerals research	Set up discussions with key academics to establish programme for roundtables, and initiate donor support for critical minerals.	New plans being developed around modelling and climate change as cross-university initiative.

Sustainability

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
4.1 Strategic objective: 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 Development timelines for net zero by 2050 with targets for each five year period	Appoint an expert group to develop a plan	- On track. Feedback was presented at the August 2024 SET-WCPDC meeting, together with high-level timelines for each focus area.
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.	Present updated long term libraries upgrade and redevelopment programme at the second WCPDC meeting of 2024.	Partnerships with donors, investors and private funders to be established by the S&O such that Council funds are utilised for project scoping and costing; and construction funds are generated from private funding.	- On track. As the professional services tenders and contract awards processes have been concluded, detailed design will be finalised subject to budget availability in 2025 and scheduled accordingly.
4.1.3 Identify and complete conceptual design for four outdoor recreational / learning / working spaces across the Braamfontein and Parktown Campuses.	- Steering sub-committees aimed at aligning the University's needs with the S&O's planning and strategies to be operational by the end of 2024. - Identify and complete conceptual design for street furniture across the Braamfontein and Parktown Campuses.	- Steering sub-committees appointed at the SET-WCPDC to be operationalised with at least 2 strategic presentations per annum at the SET-WCPDC to be operationalised throughout 2024 as follows: (a) Campus sustainability (b) Space allocation and management (c) Student housing and accommodation (d) Sport and recreation (e) Campus commercial and retail management (f) Campus access, egress, and parking. - Funds have been raised for the street furniture project from the Kresge Foundation.	- Progress is slightly delayed relating to overall delays in concluding the Professional Services tenders and contracts. A decision was taken to rather wait for that new database of contractors. The various teams for each campus have been allocated and conceptual design work began in August this year.

Sustainability (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
4.2 Strategic objective: 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 for the FY2023. Clean audit outcome on grant audits. Timeous submission of the audited Annual Financial Statements to the DHET	(a) Monitor compliance to prevailing laws, legislation, and grant agreements. (b) Continuous monitoring and enforcing adherence to finance policies and procedures. (c) Implementation of corrective actions relating to the audit findings raised by both Internal and external auditors. (d) Monthly monitoring of the Audit Improvement Plans.	(1) The Unqualified audit Outcome achieved for the 2023 financial year end. The Finance team has developed audit improvement plans to address the repeat audit findings that has been experienced for Deferred Income (DHET and private grants); SCM (Procurement and Conflict of interest). (2) this is monitored continuously and embedded in the decision making process. (3) the Internal audit findings dashboard is monitored monthly at SET, and any corrective actions are followed-through to ensure progress. The Audit Improvement Plan and Progress for the period ended August 2024, was tabled at the FINCO meeting held on the 9 September 2024 and noted by Council at its meeting of 18 September 2024.
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) A surplus greater than or equal to zero. (b) Total Staff / Total Income (55%). (c) Staff Costs/Total Costs (60%) (d) Operating Surplus/Total Income (10%).	(a) Financial management and costs - conscious culture to be inculcated; to ensure value for money is pursued at all times. (b) Ensure the spend is in line with the approved budget. (c) Financial Management to be included as a KPIs on the officials who have a delegated approval mandate per the DOAD.	The performance is based on the abridged Financial Results for the period ended 30 September 2024. (1) A surplus of R1.092 billion reported for the nine months ended 30 September 2024, which is 28.71% above YTD budget. (2) Staff Costs YTD R2.414 billion and Total Income YTD of R5.077 billion; which results in the ratio of 47.55% which is within target. (3) Total staff costs YTD of R2.414 billion and Total Costs YTD of R3.942 billion, which translates to 61.24% ratio which is slightly higher than the targeted 60% (4) Operating surplus of R1.135 billion and Total Income of R5.077 billion YTD which result in a 22.36%, and has exceeded the 10% target.

Sustainability (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
4.2.3 Cash Flow & Student debt Efficiencies ratios. (a) cash flow from operating activities in relation to total income. (b) Student debt before provision for impairment / Tuition and Other Fee Income	(a) Cash flow from operating activities as a percentage of income (22%). (b) Student debt before provision/ Tuition and Other fee Income (38%)	- Monitor and manage the cash that is received from the various revenue sources and minimise the spending to ensure alignment to budget. - Improve on the collection of outstanding student debtors	The performance is based on the Abridged Financial Results for the period ended 30 September 2024 and the full financial results are not yet available. The Operating Cash Balance of R3.069 billion. The Current Student debt balance of R1.249 billion, with total debt outstanding (2018 to date) of R1.983 billion. The Creditors ageing of R42.201 million with 82% of the balance sitting on the Current and 30 days categories.
4.2.4 Solvency and Liquidity – (a) Growth in Net Assets. (b) Solvency Ratio of at least 1. (c) Current ratio of at least 1. (Unencumbered current assets / unencumbered current liabilities)	(a) Net assets > 2022 audited Net Assets. (b) Solvency Ratio >1. (c) 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).	The key ratios based on the 2023 audited Annual Financial Statements are as follows:
4.2.5 Define the FY2033 Financial Sustainability KPIs	Financial KPIs defined aligned to the Wits 2033 Strategic Framework, approved by Council via Finco (September 2024 meetings)	Finance to develop a long-term financial plan which outlines the financial KPIs for the FY2033.	The Financial Sustainability was presented at the FINCO and Council workshop held on the 10 September 2024. There was a follow-up presentations at the Council Strategic Planning Workshop held on 23 October 2024, whereby firm resolutions was made with regard to the financial sustainability plans and related targets.

Sustainability (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
4.2 Strategic objective: Financial Strength - (DFO)			
4.2.6 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.	Achieve a Centenary Campaign target of R3,7 billion by the end of December 2024. Raise R300 million in donations and pledges by end-December 2024. Increase the number of individual donors who give to Wits by 10%.	Conceptualise and execute a wealth strategy to reach HNWI and other donors. Build on the current alumni relations communications campaign to reach alumni in the identified countries. Reach out to and host alumni and donors on campus, and meet HNWI on two international trips planned for June and Nov 2024 to the US, UK and Australia.	(1) The Wealth Strategy is being executed. (2) The Centenary Campaign has yielded about R4,270,677 as at 10 Oct (including about R1 billion in pledges). For the 2024 year, about R278 591 million has been raised and received with a further R544 200 pledged. (3) The VC, DFO and Alumni Relations reps also visited several prospective donors in the US and the UK in June/July 2024, and have visited Australia in November 2024. Four alumni events and several fundraising events were held in the US, UK, Australia and SA.
4.2 Strategic objective: Financial Strength - DVC Research and Innovation			
4.2.7 External annual income for research recorded by Wits, WCE, WHC	R 2.8 billion per year.	Encourage research activity that is funded through external funders.	Income for research, year to date stands at: R 73.7m (WCE) R 460.9m (Wits) R 1 259.4m (WHC) R 1 794.0m (TOTAL)
4.3 Modernising Systems and Operations - (DVC Systems & Operations. SET)			
4.3.1 Complete the high level divisional strategy / organisational design for S + O.	(a) Complete Phase 1 (3 phases) of the technical Upskilling and/or Reskilling of staff in grades 15 to 17 in PIMD and the Services Department. (b) Improve service levels and customer service delivery in handling of visitors, staff, students and the overall University Community (Campus Protection Services). (c) Increase technical IT competency in areas of audio visual and the network in ICT.	(a) Scope and appoint suitable service providers for the academic and technical qualifications, as well as scoping completion of the Recognition of Prior Learning assessments for all affected staff. (b) Scope and appoint service providers that will offer customer service and communication skills to security officers in phases. (c) Prioritise training on audio visual and other requisite IT competencies that are required for adequate support of the Academic Program.	- KPI met. Service Providers appointed for upskilling and reskilling staff; as well as departmental organisational design. The implementation of the structure is underway, and buy-in was obtained from Organised Labour and the impacted staff. - A service provider approved by the Safety and Security Sector Education and Training Authority (SASSETA) was appointed to roll out training alongside HRDU in January 2024. The training will be concluded towards the end of 2025. - ICT personnel training was prioritised, with various certifications awarded to the trained staff. As more areas of improvement are identified, the training programme will be continuous.

Sustainability (continued)

| KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
4.3.2 Improve maintenance service delivery by the introduction of minor works framework contracts by the end of the 2023.	Create a repository which requires all support divisions to document their processes/roles and responsibilities/SOPs etc. To include HR, Finance, Faculties and Schools, Student Affairs, Research Office etc (SET)	Collate information and documents to build an institutional memory repository to ensure operational resilience and ensure operational sustainability. This would be built into the Business Continuity Strategy.	- Several improvements have been implemented at PIMD, including an online maintenance log tracker as well as monthly project update meetings with faculties and departments. - The IWMS is live, with various modules including maintenance management, fleet management and project management running. The PIMD contracts regularisation project has made significant progress, with more than 65% of the contracts regularised. Deferred and preventative maintenance, bulk services delivery and compliance have been identified as key focus areas.
4.4 Campus of the Future - (DVC Systems and Operations)			
4.4.1 During 2024 / 2025 review and update the Wits Spatial Development Framework, ensure that this review incorporates all off campus property holdings.	(a) Establish social compact/development charter as part of SDF update by 30 June 2024. (b) Integrated infrastructure sustainable development plan to be developed alongside SDF by 31 December 2024. (c) Develop and adopt for continuous review a 3-year rolling infrastructure capital projects delivery plan by 30 June 2024."	(a) and (b) Establish a project team, hold regular project meetings and track progress ongoing to meet target. (c) An independent assessment of the network and system status would be conducted prior to the compilation and adoption of the strategy document.	- 2024 Target achieved. The strategy document that will ensure all faculty spaces and infrastructure align to the faculty strategies and business models was approved in the August 2024 SET-WCPDC meeting. The partnership formed between the faculties, the Director: Academic Affairs and the SDF Task Team to ensure articulation and congruency of future and present SDF plans with the academic strategy. - The capital infrastructure strategy and projects delivery plan in place and will be reviewed along with the SET-WCPDC remit in the August 2024 SET-WCPDC meeting. 50% of the professional services framework contracts are already in place. Ongoing liaison with Central Finance to explore the feasibility of a multi-year (siloed) capital infrastructure budgeting strategy.

Sustainability (continued)

KEY PERFORMANCE INDICATORS	TARGETS	STRATEGIES AND ACTIVITIES TO ACHIEVE TARGETS	31 DECEMBER 2024
4.4.2 Formulate the Campus Sustainability Project for implementation in 2023 and beyond for:	(a) Formulate for adoption at the SET, Council ICT and Senate ICT a 3-year ICT sustainability plan for the network, audio visual and other IT infrastructure and applications by 30 June 2024. (b) Provide fully costed and dated implementation plans for the Energy Plan by 30 June 2024. (c) Operationalise the Energy Office and have develop a repository to track all costs related to utilities, LPG and diesel by 30 September 2024.	(a) An independent assessment of the network and system status would be conducted prior to the compilation and adoption of the strategy document. (b) and (c) S&O has skilled internally-appointed resources to establish project teams, hold regular project meetings and track progress on an ongoing basis to meet target.	- Target achieved. The ICT sustainability strategy and associated implementation plan was reviewed by SET and approved by ICT governance structures as a living document. - The Energy Plan and Energy Office Plans have been finalised, with a mechanism for tracking all spend in respect of utilities, LPG and diesel already developed and being tested.

Internationalisation Report

Appendix C
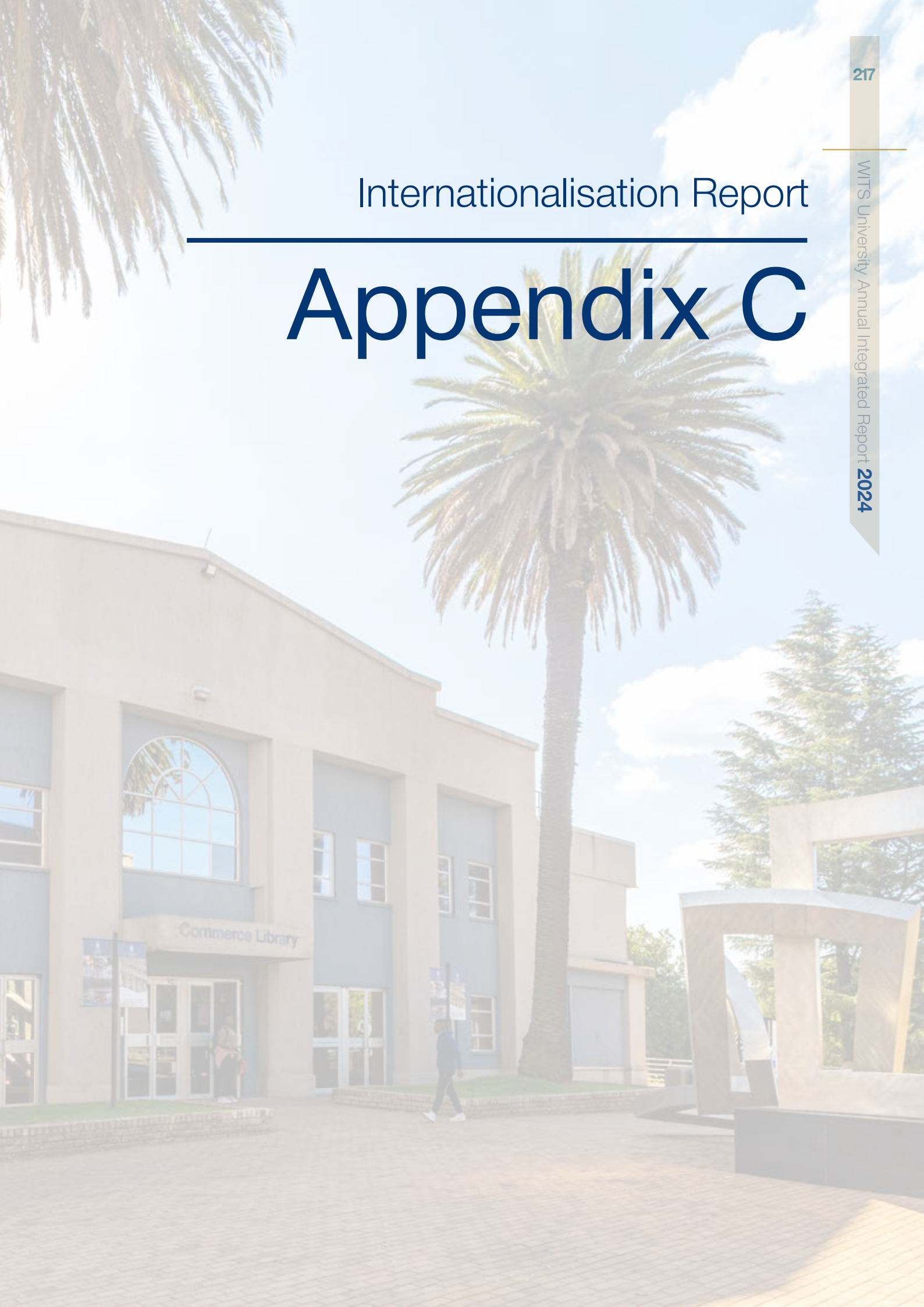
Internationalisation Report

Annexure to the 2024 Annual Integrated Report
University of the Witwatersrand, Johannesburg

Contents

Introduction

Internationalisation is a central pillar of Wits' core functions. As prominently reflected throughout this Annual Integrated Report, it underpins the University's endeavours regarding research and innovation, teaching and learning, and engagement. In the 2033 Strategic Framework, internationalisation is positioned as a cornerstone of Wits' vision to become a leading research-intensive university in the Global South. To this end, the University is committed to strengthening global partnerships, advancing international research collaborations and developing globally competent and competitive graduates.

Institutional internationalisation function

Internationalisation at Wits is primarily overseen by two offices: the Internationalisation and Strategic Partnerships Office, which reports to the Deputy Vice-Chancellor: Research and Innovation, and the International Students Office, which forms part of the Registrar's Division.

The Internationalisation and Strategic Partnerships Office (ISPO) is responsible for developing and managing the University's institutional partnerships, including its strategic involvement in international university networks and alliances. ISPO also promotes and administers international funding opportunities for research and mobility, including Wits' participation in the Erasmus+ programme, and it coordinates institutional visits by international delegations.

The International Students Office (ISO) is the primary point of contact for all international students at Wits. It offers a comprehensive range of services, including responding to general enquiries from prospective students, providing immigration advice and advocacy, assisting with matriculation exemptions, offering guidance on safety, and supporting students with various aspects of campus life. In addition, the ISO coordinates Wits' study abroad programme.

At the institutional level, the Internationalisation Committee (IC) oversees all strategic internationalisation initiatives at Wits, including the institutional internationalisation strategy. Chaired by the Head of ISPO, the IC meets quarterly and reports to the University Research and Innovation Committee (UR&IC). Its membership includes representatives from ISPO, ISO, all faculties, the Postgraduate Office, the Office of the Dean of Students, and the International Students Sub-Council (ISSC).

International university rankings

In 2024, Wits maintained a strong position in global university rankings. With the exception of the QS World University Rankings, which showed a significant improvement, its overall standings remained largely consistent with the previous year, as shown in the table below. According to the Centre for World University Rankings, Wits ranked in the top 1.4% of more than 20,000 institutions worldwide.

Ranking System	2024	2023
Times Higher Education World University Rankings	301-350	251-300
QS World University Rankings	264	428
Academic Ranking of World Universities	301 – 400	301 - 400
Centre for World University Rankings	291	290

International networks, partnerships and co-publications

As noted in its 2033 Strategic Framework, "Wits must play a major role on the continent by being the leading academic hub that connects the Global South and Global North in the quest for an equitable global university landscape." To give effect to this vision, the University actively participates in several global and regional university networks and alliances. Furthermore, it aims to strengthen its international presence by establishing and maintaining partnerships with academic institutions and other stakeholders worldwide.

Institutional networks and alliances

Wits actively participates in several regional and global university networks and alliances. These affiliations support the University's internationalisation strategy by strengthening partnerships with universities on the continent and around the world. They enhance Wits' global reputation, promote the mobility of students and staff, provide access to funding opportunities and foster interdisciplinary teaching and learning, and research and innovation.

Wits is a member of the Association of Commonwealth Universities (ACU) and the Association of African Universities (AAU). In addition, it collaborates with institutions in Africa, the BRICS countries and Europe through the following networks and alliances:

» African Research Universities Alliance (ARUA)

» Consortium for Advanced Research Training in Africa (CARTA)

» African Engineering and Technology (Afretec) Network

» BRICS Network University (BNU)

» CIVIS: Europe's Civic University Alliance

» Una Europa

» South Africa-Sweden University Forum (SASUF).

International partnerships

Wits' international partnerships are strategically designed to support its core objectives in research, innovation and teaching. As of the end of 2024, the University had established 127 formal partnerships, based on agreements facilitated by ISPO. These agreements were concluded either at the institutional level or through individual faculties and schools, across the following regions:

» SADC: 10

» Rest of Africa: 8

» BRICS & Global South: 21

» Rest of the World: 88

A few years ago, Wits adopted a strategic approach to concentrate its resources on a select number of high-impact collaborations and established several strategic partnerships with key institutions around the world. This targeted focus has allowed Wits to deepen its engagement, fostering long-term, mutually beneficial relationships that support knowledge exchange, drive innovation and amplify global impact. As shown in the table below, Wits' investment in strategic partnerships is yielding tangible results, reflected in the numbers of co-authored peer reviewed research publications, referred to as co-publications in the table below:

Strategic Partner Institution	Co-publications					
	2020	**2021**	**2022**	**2023**	**2024**	**TOTAL**
University College London	77	84	81	79	81	402
University of Edinburgh	19	30	41	36	40	166
Emory University	23	29	19	26	27	124
National Autonomous University of Mexico	23	25	31	25	18	122
University of Sao Paulo	15	16	21	24	23	99
Vanderbilt University	13	18	19	27	15	92
Massachusetts Institute of Technology	8	15	21	11	9	64
Eberhard Karls University of Tubingen	11	11	12	16	12	62
Peking University	2	7	17	10	10	46
Fudan University	5	7	10	5	8	35
Queens University Belfast	2	4	14	6	6	32
Tsinghua University	4	5	5	2	8	24

Strategic engagements with select partner institutions and countries were further strengthened in 2024, including through the provision of matching seed funding to advance collaboration with strategic partners leading to joint research and innovation projects.

Co-publications

Co-publications serve as a key indicator of the extent, depth and success of international collaborations and partnerships. They illustrate Wits' engagement with global networks and reflect broader outcomes such as improved research quality, innovation and capacity building.

In 2024, Wits' co-publications, according to the data source Dimensions, totalled 20,802, compared to 15,151 in 2019, an increase of 27% over six years. This growth is compared with other, more limited data sources (Web of Science/InCites and Scopus/Scival) in the figure below:

External income arising from collaborations

External income from collaborations totalled R607,041 million in 2024. Trends over the past eight years (2017 – 2024) are presented in the figure below:
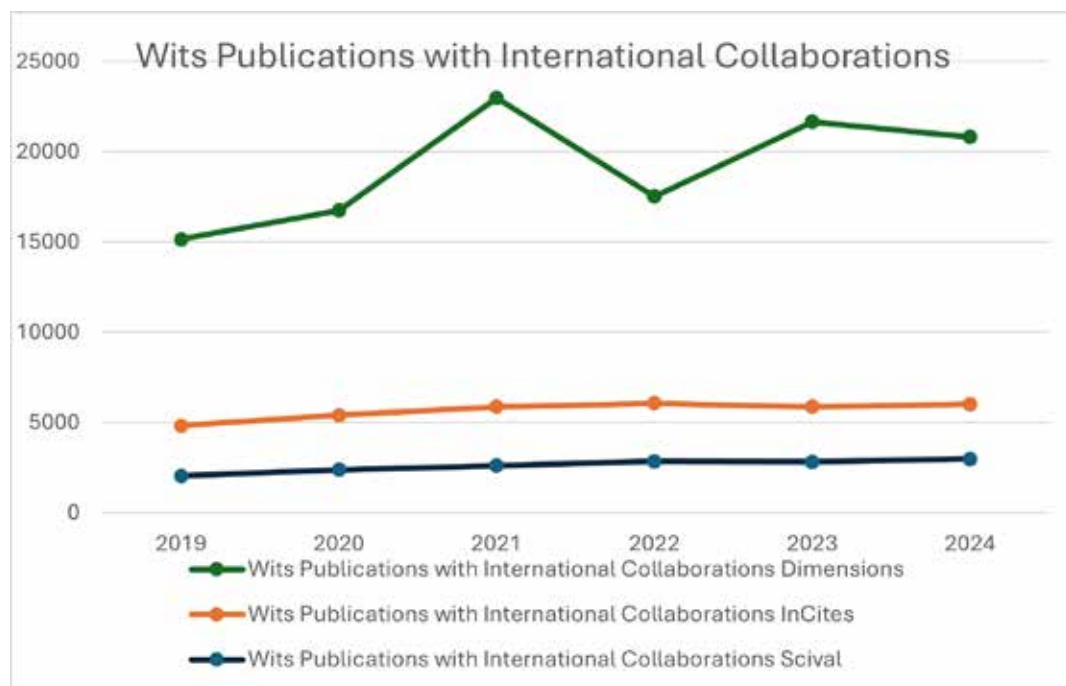
These external funding sources include the following:

» AW Mellon Foundation

» Bill & Melinda Gates Foundation

» Carnegie Corporation

» Claude Leon Foundation

» European Union

» Ford Foundation

» Medical Research Council Grant

» Medical Research Grants

» National Cancer Association

»   National Institutes of Health (NIH)

»   Trust Funds for Sundry Research

»   Water Research Commission

»   Wellcome Trust

It is important to note that this external income does not include international funding managed by two wholly owned Wits entities established to administer large, complex international programmes. The Wits Health Consortium, for example generated nearly R2 billion in income for research and service delivery in 2024, primarily sourced from the United States.

International students, staff and postdoctoral fellows

According to its 2033 Strategic Framework, Wits aspires to be a leading university that drives innovation and embraces the diversity of people, disciplines and ideas. Attracting international students and staff is an integral part of this vision.

International staff

In 2024, international staff comprised an average of 14.5 % of all full-time academic and non-academic staff at Wits, with the highest percentage for academic staff, as illustrated in the table below:

Staff Category	Total Number	Inter-national	%	Countries of Origin		
				SADC	Rest of Africa	Rest of the World
Academic Staff (FTE)	1899	502	26.4%	173	140	187
Professional and admin staff (FTE)	3983	105	2.6%	78	8	17

Publication output produced by international staff over the past six years (2019 – 2024), counted using units submitted per author, is shown in the table below:

Publication category	2019	2020	2021	2022	2023	2024
Articles	326	313	337	404	380	359
Books	45	46	30	86	89	40
Chapters	29	22	31	45	39	29
Conferences	23	23	11	11	17	11
	423	**404**	**408**	**545**	**525**	**439**

International students

In 2024, international students comprised on average 6.35% of all full-time undergraduate and postgraduate students at Wits, as illustrated in the table below:

Student Category	Total Number	Inter-national	%	Countries of Origin		
				SADC	Rest of Africa	Rest of the World
Undergraduate (FTE)	21,577	673	3.1%	492	79	102
Postgraduate (FTE)	7,778	745	9.6%	504	164	76

International student enrolments

Over the past six years (2019–2024), total international student enrolments have fluctuated, peaking at 2,639 in 2019 and declining to 1,957 in 2024, as illustrated in the figure below. Throughout this period, international postgraduate enrolments have consistently been at least twice the number of undergraduate enrolments, reflecting Wits' strong research focus.

International student completions and completion rates

The number of international student completions per year is shown in the figure below. Completion rates, calculated as the ratio of completions to enrolments, have ranged from 65% to 75%. Over the past six years (2019 – 2024), the average annual completion rate has been 33% for undergraduate students and 37% for postgraduates.

Completion Rates

International postdoctoral fellows

As of the end of 2024, Wits had benefited from the contributions of 295 postdoctoral fellows, enhancing the academic scholarship across all five faculties. Of these fellows, 63% were international, representing the regions indicated below:

- » SADC   59 (20%)
- » Rest of Africa: 79 (27%)
- » BRICS & Global South: 34 (11%)
- » Rest of the World: 14 (5%)

The contribution of all postdoctoral fellows to research publications over nine years (2016 – 2024) is shown in the figure below.

Internationalisation governance

The International Students Office (ISO) serves as the primary point of contact for international students, as well as for Wits students participating in the University's study abroad programme. ISO facilitates both inbound and outbound student mobility, offering a comprehensive range of services grounded in standardised processes and procedures that align with national and international best practices.

These efforts are supported through Wits' membership in the International Education Association of South Africa (IEASA). For example, Wits' participation in IEASA's medical aid project ensures compliance with the Department of Home Affairs' immigration regulations regarding medical aid coverage.

Student services

Up-to-date information on available opportunities and services is regularly shared via the Wits website. Additionally, ISO publishes the International Students Handbook, updated annually, to assist international students in navigating their studies and life at Wits. In addition, ISO conducts an orientation programme for first-time international students, in collaboration with the International Students Sub-Council (ISSC). ISSC is the official representative body for international students at Wits and acts as an intermediary between student governance structures, including the Students Representative Council (SRC).

International and local students alike can access a wide range of services focusing on safety, health and well-being offered by ISO and other relevant units across the University, including the following:

» Campus Protection Services

» Campus Health and Wellness Centre

» Counselling & Careers Development Unit

» Disability Rights Unit

» Gender Equity Office

» Wits Integrity Hotline.

In addition, the Transformation and Employment Equity Office (TEEO) plays a vital role in promoting diversity, ethics, social justice and anti-discrimination at Wits. It offers support to anyone experiencing discrimination or cyberbullying and runs advocacy programmes on sexual orientation and gender identity (SOGI). This includes the Safe Zones @ Wits Programme, which fosters a supportive and inclusive environment for the University's LGBTIAQ+ community. The programme aims to challenge prejudice and contribute to a campus climate that is safe, respectful and welcoming for all.

Cultural integration and exchange

ISO provides ongoing support to international students, including cultural orientation and excursions. Such initiatives promote intercultural exchange and integration, enhancing the internationalisation experience for both local and international students.

ISSC, the official student body that represents the interests of international students, works with different groups across the University to facilitate extra-curricular activities to promote cultural and social integration and cohesion.

Internationalisation at home

In its 2033 Strategic Framework, Wits underscores the importance of developing globally competent and competitive graduates who are empowered to be socially responsive and adaptive to an ever-changing world. The University is committed to preparing students to thrive in an interconnected world by providing an academic environment that is multidisciplinary, flexible and responsive. Internationalisation at home, specifically internationalisation of the curriculum plays a vital role in that regard.

Internationalisation of teaching and learning

Wits advances the internationalisation of teaching and learning through strategic collaborations with global partners. Notable examples include the African Engineering and Technology (Afretec) Network and the Wits-Edinburgh Sustainable African Futures (WESAF) Doctoral Programme, both supported by the Mastercard Foundation.

Afretec is a pan-African collaboration of technology-focused universities, led by Carnegie Mellon University Africa based in Rwanda. It aims to strengthen the continent's capacity for knowledge creation and education by developing technology leaders who will drive inclusive digital transformation and foster the creation of dignified jobs.

WESAF is an interdisciplinary programme offered in partnership with the University of Edinburgh. It runs across all five faculties at Wits and comprises two core components: (1) MSc by Research in Sustainable African Futures and (2) PhD in Sustainable African Futures.

Institutional joint degrees

In addition to WESAF, which is interdisciplinary, Wits has established several institutional joint degree programmes that are based in a specific faculty, as per table below:

Faculty	Programme	Partner Institution/s
Commerce, Law & Management	PhD in Applied Development Economics	• School of Oriental and African Studies
Commerce, Law & Management	PhD in International Law, Society and Development	• International Institute of Social Studies, Erasmus University Rotterdam
Commerce, Law & Management	EPOG-JM | Economic Policies for the Global bifurcation - Erasmus Mundus Joint Master	• Universit de technologie de Compigne • Sorbonne Universit • Conservatoire national des arts et m tiers • Universit degli studi di Torino • Hochschule f r Wirtschaft und Recht Berlin • Universit degli studi Roma Tre • Universit de Gen ve • Wirtschaftsuniversit t Wien • Universidade Federal do Rio de Janeiro • Universidade Estadual de Campinas

Faculty	Programme	Partner Institution/s
Engineering and the Built Environment	MSc in Aeronautical Engineering	• Embry-Riddle Aeronautical University
Humanities	European Master in Migration and Intercultural Relations Exchange Programme (EMMIR)	• Carl von Ossietzky University, Oldenburg • Ahfad University for Women, Omdurman • Mbarara University of Science and Technology • University of Nova Gorica • University of South Bohemia in Ceske Budejovice • University of Stavanger • Mahanirban Calcutta Research Group, Kolkata • Rabindra Bharati University, Kolkata

Acronyms

Appendix D

Acronyms

AFRETEC	African Engineering and Technology Network
AI	Artificial Intelligence
APES	Animal, Plant and Environmental Sciences
ARUA	African Research Universities Alliance
ASSAf	African Academy of Science of South Africa
BHSc	Bachelor of Health Sciences
BoR	Board of Residences
CAC	Council Audit Committee
CARC	Council Audit and Risk Committee
CEOs	Chief Executive Officers
CFO	Chief Financial Officer
CHBAH	Chris Hani Baragwanath Hospital in Soweto
CLM	Commerce, Law and Management
CLTD	Centre for Learning, Teaching and Development
DEI	Diversity, Equity, and Inclusion
DHET	Department of Higher Education and Training
DVC	Deputy Vice-Chancellor
EBE	Engineering and the Built Environment
EE	Employment Equity
ETDP	Education, Training and Development Practices Sector Education and Training Authority
ExCo	Executive Committee of Council
FinCo	Finance Committee of Council
FYE	First-Year-Experience
GAES	School of Geography, Archaeology and Environmental Studies
HR	Human resources

Acronyms (continued)

HSci	Health Sciences
Hum	Humanities
ICT	Information, Communication and Technology nvironmental
IIRC	International Integrated Reporting Council
King IVTM	King IV Report on Corporate GovernanceTM for South Africa, 2016
MIND	Machine Intelligence and Neural Discovery
NHLS	National Health Laboratory Service: Home
NRF	National Research Foundation
NSFAS	National Student Financial Aid Scheme
PGCE	Postgraduate Certificate in Education
PV	Photovoltaic Systems
RemCo	Remuneration Committee of Council
SAMRC	South African Medical Research Council
S&O	Systems and Operations
SARChi	South African Research Chairs Initiative
Sci	Science
SDGs	Sustaniable Development Goals
SET	Senior Executive team
SLA	Service Level Agreement
STPU	Student Transitions and Persistence Unit
WIC	Wits Innovation Centre
Wits	University of the Witwatersrand