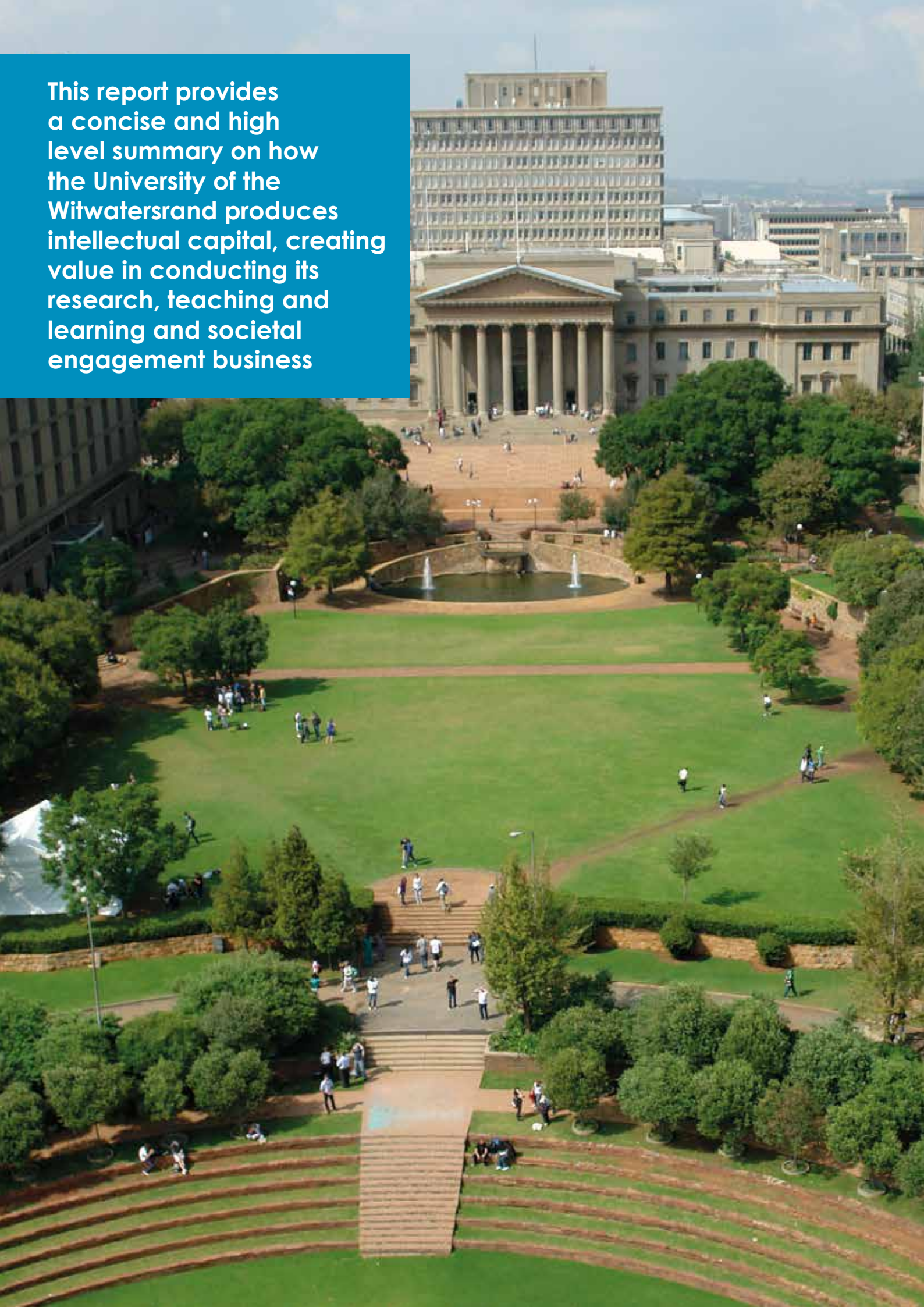


UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG



INTEGRATED REPORT 2015

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



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MESSAGE

from the Chairman of Council



Dr Randall Carolissen

Council is the pre-eminent structure of the University of the Witwatersrand (Wits) with fiduciary responsibility for governance, policy determination and long term financial sustainability, as prescribed in the Higher Education Act (the Act). This report represents a collective view of Council and management on the performance against priorities laid out in the Vision 2022 Strategic Framework encapsulated in the 2015 Wits Strategic Plan.

The mass mobilisation of students across South Africa in 2015, precipitated by the announcement of a 10.5% increase in student fees at Wits, sparked the much celebrated #FeesMustFall campaign. This campaign brought into sharp focus the regress in inequality of the South African society post-democracy. These tensions sometimes exploded into violence and arson on campuses across the country. It raised the intensity of social dialogue on the meaningful participation of all citizens in society as a whole and higher education in particular. Throughout the difficult period that the latter half of 2015 represented, both Council and the management of the University worked tirelessly to ease tensions on campus and kept lines of communication open with all stakeholders. The 2015 academic year was completed successfully and damage to University property was kept, in relative terms, to an absolute minimum.

In November 2015 student formations reached agreement with the Presidency on a moratorium on fee increases for the 2016 financial year. Government agreed to partially fund the 2016 shortfall but at present it remains unclear as to how the base distortion will be addressed in perpetuity. A presidential task team was appointed to advise on a new funding model for the higher education sector that will ensure inclusivity and progressivity of the higher education sector. The recommendations of the task team are expected towards the end of 2016.

The paradigm shifting events of 2015 compelled Councils and University management to interrogate institutional autonomy against the increasing call from the state for public accountability. Hence, the language policy, access to education for all citizens, transformation in all of its forms, exploitation of outsourced workers and decolonialisation of the curricula shaped the agenda of Council over the past year and will continue to dominate policy discussions going forward.

The Wits Council is ad idem with the principle of insourcing of vulnerable workers and fully cognisant of the severity of the financial implications. An institutional task team was established to work out the programme of insourcing, the extent of implementation being dependent on affordability.

The chronic shortage of student accommodation remains a vexing problem and continues to militate against academic success, especially for junior students. The spatial planning initiated by Wits for the Braamfontein precinct will therefore be informed by both an enhancement in student accommodation and the quality of student life. Despite severe limitations, Wits increased on-campus residence for undergraduates by converting large single bed bedrooms into shared bedrooms.

Both research and teaching progressed considerably under the stewardship of the Vice-Chancellor. Wits continues to command the respect of the international community and is recognised by virtually all ratings agencies as a leading institution on the African continent with some departments, like the Palaeosciences, Physics and Public Health being considered as world leaders.

The research publication units accredited in 2015 continued along the growth trajectory set over the last six years, affirming the status of Wits a research intensive university. More than four-fifths (84%) of Wits authored journal articles are in high quality international journals. In 2015, Wits authors

published nine articles in the prestigious journals Nature and Science. Wits also has a long and strong tradition of publishing longer format peer reviewed research in book format. In 2015 Wits successfully published 25 monographs and 228 book chapters. This research intensity has made a significant impact. Three illustrative examples include Smart Spot, which has been commercialised; the Homo naledi discovery that raised significant public interest in evolution; and the exhibition, Beadwork, Art and the Body: Dilo Tše Dintši/Abundance, which celebrated the art of South African beadwork.

The elevation of teaching in the Wits institutional scorecard is beginning to feed through via throughput rates and the uptake of postgraduate programmes. As a result of structured support mechanisms, throughput rates at the first year level improved from 60% to 67% with undergraduate graduations increasing from 3988 in 2013 to 4194 at the end of 2015. Similarly, postgraduates who comprise 35% of the student community, graduated in higher numbers, improving from 3142 in 2013, to 3387 in 2015.

The engagements of the Vice-Chancellor and his team with the international donor community, framing the dynamics within the higher education sector in the proper context, were met with favourable and complimentary responses. Wits thus continued to expand on third-stream income to supplement declining state subsidies, a few of which are highlighted in this foreword. The Wits Health Consortium continues to generate turnover in excess of R1 billion largely through the commercial potential generated by research in the Faculty of Health Sciences. There has been extensive progress with regard to the development of the Wits Tshimologong complex, which hosts the IBM laboratory (one of only 13 in the world). The Tshimologong Technology Hub has received substantial financial support to the tune of R80 million from the private sector (insurance and IT companies) and the local and provincial government. Over R290 million was received from over 240 organisations and administered through the Financial Aid and Scholarships Office in Human Resource 'pipeline sponsorships' for student scholarships and bursaries. This was complemented by the excellent work undertaken by the Students' Representative Council through their 1 million 1 month campaign, which yielded R3.4 million.

Wits remains absolutely committed to the transformation ideals of our society. In 2015 Wits adopted an eight point plan to accelerate transformation, which includes:

- diversification of the academy through ring-fencing R45 million to appoint black South African academics;
- the awarding of grants for Wits academics to enable to complete research necessary for promotion to the professoriate;
- various initiatives to transform the academic project including a new language policy, an institutional naming programme, the review of admissions policies, curriculum transformation, and an institutional culture programme;
- fostering a diverse and cosmopolitan culture in University residences;
- sexual orientation and gender identity advocacy programmes including the Wits Pride project;
- the Drama for Life programmes and a host of HIV prevention and awareness campaigns; and
- the Safe Zones project, which involves advocacy through research, seminars and public lectures and the training of faculty members and students as Safe Zone allies.

Wits holds dear the tradition of robust and empowering debate that ensures a vibrant and empowering academic project. During these testing times in our country, this ideal remains sorely tested and more often than not, we find ourselves having to resort to security measures to contain destructive behaviour.

Council is proud of the decisive yet responsible leadership of Wits students that provided the genesis of the #FeesMustFall campaign. This activism finally brought home to authorities the folly of declining state subsidies at a time when inclusivity of previously marginalised sectors of society is recognised as the only means to reverse growing inequality in our country. Their action reverberated across campuses in South Africa and is increasingly finding resonance internationally in debates on the economic burden incurred from participation in tertiary education.

MESSAGE

from the Vice-Chancellor



Vice-Chancellor Adam Habib

2015 was a tumultuous year for the higher education sector in South Africa. Transformation moved to the heart of the national discourse through two sets of events: the '#RhodesMustFall' and '#FeesMustFall' movements. Collectively, these two sets of events became the largest student social movement since the dawn of South Africa's democracy in 1994. This movement shook up the state, changed the systematic parameters, and began the process of fundamentally transforming our higher education sector.

The #RhodesMustFall and #FeesMustFall movements emanated from two major challenges facing higher education: alienation and access. The #RhodesMustFall movement, in which students at the University of Cape Town (UCT) demanded the removal of the statue of Cecil John

Rhodes, captured the alienation of the largely black student population at UCT and reflected valid concerns about institutional racism and/or the slow pace of Transformation at all of our universities. Transformation movements were established at all of the historically White universities, and while they were focussed on a specific institutional challenge, all questioned the institutional identity of the University and what it meant to be an African institution in the 21st century. The #FeesMustFall movement began at Wits University and spread across the country, culminating in student marches to Parliament and the Union Buildings. Its high point was when President Zuma, after negotiating with student leaders and vice-chancellors at the Union Buildings, conceded to a zero percent fee increase for 2016. In that moment, the students had achieved in a matter of 10 days what vice-chancellors had been advocating for at least 10 years, namely bringing down the costs of higher education. The #FeesMustFall movement, whose principle concern was access for poor black students to affordable, quality education, gave notice that the zero percent fee concession was merely the first step in a broader struggle for free education.

The discontents of the students are undeniably legitimate. It is unacceptable for black students not to feel at home at South Africa's public universities. Neither is it acceptable for talented students from poor communities to be denied access to higher education. Both challenges need to be urgently addressed by all stakeholders, including university management, academics, students and government. Addressing these challenges is not only positive for the students, but it would also enable the agenda of inclusive economic development and help to challenge the high levels of inequality within our society.

Transformation

Wits recognises the need to accelerate Transformation at the University. In response, in 2015, we convened a number of stakeholder conversations on our institutional successes and failures with regard to Transformation. These engagements, which were accelerated in light of the campaigns within the broader higher education sector, informed the rethinking of our Transformation project and the development of a strategic plan, which addresses the following: the diversification of the academy, curriculum reform, student admissions, promoting a diverse and cosmopolitan residence life experience, institutional culture, institutional naming, language, and insourcing.

The strategic plan was approved by Senate and Council, and the diversification of the academy was given a budget of R45m, with R35 million allocated to attracting new South African Coloured and African scholars, and R10 million set aside as enabling grants for South African Coloured and African scholars who are already part of the Wits academy. These grants will enable these colleagues to work towards achieving the required criteria for promotion to the Associate Professor and full Professor ranks.

Two committees are overseeing the implementation of the plan: the first, comprising the executive, is responsible for making appointments and giving grants to enable African and Coloured staff to apply for promotion to the professoriate; and the second, a Transformation Steering Committee, is responsible for monitoring progress and advising on policy and programmatic action. Currently, 15% of our academic staff are African, 4.1% are Coloured and 9.5% are Indian, while 50.3% are female. Among our professional and administrative staff, 61.1% are African, 8.2% are Coloured and 10.6% are Indian, while 59.6% are female. Our Senior Executive Team is 41% Black.

In addition, the provision of access to the University is an important issue. I was one of three vice-chancellors who were part of a Presidential task team that was established to look at solutions to student funding for 2016. This led to a series of concessions by government, including a commitment to cover the majority of the costs related to the no-fee increase for 2016 and to clear the historical debt of qualifying students who received NSFAS. Wits has also made significant compromises, including delaying the first payment for those who cannot afford it, thereby removing a major financial barrier to registration.

Research Output

For universities to lead social change, they have to be responsive to the diverse and multiple needs of the economy and society. A key aspect of this responsiveness is research. Wits University is an internationally leading, research-intensive university, with a postgraduate cohort that comprises 34% of our student body. In 2015, Wits was ranked in the top 275 global universities by the Times Higher Education (THE) Rankings system. THE also ranked Wits sixth among the BRICS and Emerging Economies, one of only two African universities in the top 10. According to the Centre for World University Rankings, Wits is the highest ranked African university and 149th in the world.

Wits boasts 381 NRF-rated researchers. This cohort includes 26 A-rated researchers, identifying them as internationally leading scholars, 112 B-rated, identifying them as internationally renowned scholars, and 243 other rated scholars. Additionally, we have been able to attract 21 world renowned scholars in 2014 and 2015 through our Distinguished Professors programme. Wits is one of only three African universities that continues to publish substantially in internationally accredited journals. In 2014, 85% of our publications appeared in international journals. In 2015, eight publications by Wits academics appeared in *Science* (2) and *Nature* (6), and 1 900 appeared in ISI indexed journals. In the last seven years, our rate of research output has increased by 80%. Our accredited research output was ... units.

Wits also has the highest number of government funded, highly prestigious Centres of Excellence in South Africa. The University hosts 14 research institutes, 19 research units, 10 Centres of Excellence and four specialised research groups. Wits academics received four out of 14 Harry Oppenheimer Fellowships, arguably the most prestigious annual research competition in South Africa. Only one other University has produced more awardees.

Academic Throughput

The University has shown a steady increase in the number of students who pass their courses at the module level. For 2015, the average module pass rate was 86%, well above our target of 84%. The first year pass rate has also increased steadily from 2013 to 2015, with pass rates of 60%, 66% and 67% achieved for the past three years. The 2015 pass rates were adversely affected by the Fees Must Fall protests.

The upward trend in undergraduate graduations was also maintained, with a total of 4 194 undergraduate graduations recorded against the institutional target of 4 070. At the postgraduate level, a similar upward trend was maintained, with 3 383 graduations against a target of 2 720. For both undergraduate and postgraduate graduations, the University recorded throughput which was

well above the national averages. The increased pass rates and graduation rates have contributed to a better than projected subsidy being achieved over the past two years.

Development and Fundraising

Wits secured significant external funding for its research, teaching and community outreach initiatives during 2015. We commenced the building of the R80m Tshimologong Digital Innovation Hub, a partnership between government, industry and academia that will anchor the rejuvenation of West Braamfontein through the incubation of high-tech start-ups, research commercialisation and high level skills development for students, working professionals and unemployed youth. While the University contributed the five derelict buildings, R50m of the funding for this ambitious project came from 11 Strategic Founding Partners, including IBM, the Gauteng Provincial Government, the City of Johannesburg, Telkom, Microsoft, MMI and the Airports Company of South Africa. Wits also secured a R70m grant from the Wellcome Trust and the United Kingdom's Department for International Development to develop and improve biostatistical skills among researchers in Public Health. The Wits Health Consortium continued to generate turnover in excess of R1b, largely through the commercial potential generated by research in the Faculty of Health Sciences. All surpluses are invested back into the University.

There was a significant increase in donations for scholarships and bursaries. In particular, the '1 million, 1 month' campaign by the Wits SRC yielded R3,4m. There were also significant increases in donations from individuals and families, with R15m coming from two new donors in the US and UK for Health Sciences research and community projects, as well as in funding from non-traditional government sources, such as SETAs and parastatals. There was substantial on-going support from traditional corporate and foundation donors, such as the Mellon Foundation which supported two major projects for R18m, and the Kresge and Carnegie Foundations which provided R2,5m in seed funding to launch the African Research Universities Alliance, a consortium of 17 African universities aimed at increasing African research capacity and collaboration.

Our Development and Fundraising Office published a case for support, Wits Matters, to assist with fundraising efforts. Considerable work has also been put into positioning Wits as a B-BBEE investment destination for corporates, and this is starting to bear fruit.

Braamfontein Urban Revitalisation

The University has initiated an urban revitalisation of Braamfontein under the auspices of the Re-Imagining Wits Property Project. The West Braamfontein Spatial Framework Precinct Plan and a Campus Movement Study have been commissioned to establish founding parameters and provide an evaluation tool for all developments under consideration, including the upgrading of facilities at John Orr Tech, new postgraduate and undergraduate residential developments with private developers, within the concept of a cosmopolitan village, the reclaiming of City-owned land adjacent to the University, a new entrance off Jorissen Street, and new vehicle and pedestrian access points on West Campus to alleviate contested space, supported by structured parkade building.

In addition to the establishment of the Tshimologong Digital Innovation Hub, the University is contributing to the knowledge economy in Braamfontein through its partnership with IBM, which has now occupied its Research Lab in Juta Street. Phase 1 of the Tshimologong precinct will be completed by April 2016, and planning, budgeting and detailed design for Phase 2 will be completed by June 2016. It is anticipated that the final infrastructure will be completed by March 2017.

Conclusion

The events of 2015 have forever changed the South African higher education system. The student movement has opened up the systemic parameters in ways that were previously unimaginable. They have succeeded where other stakeholders, including vice-chancellors and other higher education

executives, have failed. As a result, South Africa is now in the second stage of a fundamental overhaul of its post-apartheid higher education system. 1994 was the first stage, with de-racialisation at a macro level, but this failed to address the class and philosophical narratives of what it means to be an open, inclusive and cosmopolitan African university.

Now, the latter stage is upon us. As we begin to conceive of the possibility that it will culminate in a successful, sustainable, progressive outcome, we need to be mindful that this will require hard debate, social action and imaginative thought. There is a danger in this moment that if we allow the current populism to be unconstrained, it could result in a higher education system that enables access, but destroys quality. This is the history of the continent and it would be a tragedy if it were to be repeated. 2016 onwards is going to be a political and intellectual struggle between these two outcomes. We need to not only collectively support the student movement, but also to learn the lessons of our past actions. We need to think through the consequences of our choices, we need a thoughtful activism, and we need to be principled in our solidarity.



OVERVIEW

Who we are

Wits is a gateway to research and intellectual engagement in Africa

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

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

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

Our values

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

- *Independent enquiry and trust.* We will demonstrate the capacity to function independently in line with the quality standards, principles and values of the University.
- *International engagement.* Members of the University have roles as public intellectuals, members of the global civil society and as intellectual leaders. These roles find expression through curricula and research demonstrating commitment to our local context, but understanding our role as a globally relevant university.
- *Intellectual excellence and integrity.* All those associated with the University are active participants in an intellectual community and the work they do must be characterised by the highest standards of intellectual integrity.
- *Academic freedom and institutional autonomy.* This includes but is not limited to protecting our right to decide who we teach, how we teach, what we teach and what research we undertake.
- *Collegiality.*
- *Social engagement and responsiveness.* Members of the University have roles as public intellectuals, members of the society and as intellectual leaders.
- *Diversity.* A sufficiently diverse range of knowledge areas should be maintained and reflected in teaching and research – including an explicit commitment to cross-cultural accessibility and internationalisation.
- *Accountability.* Wits governance structures are inclusive and broadly representative, which includes the onus of deliberating on all points of view.
- *Debate and critical engagement.* The University's intellectual project is an educational one predicated on intellectual depth and robust engagement.

Wits Facts and Figures

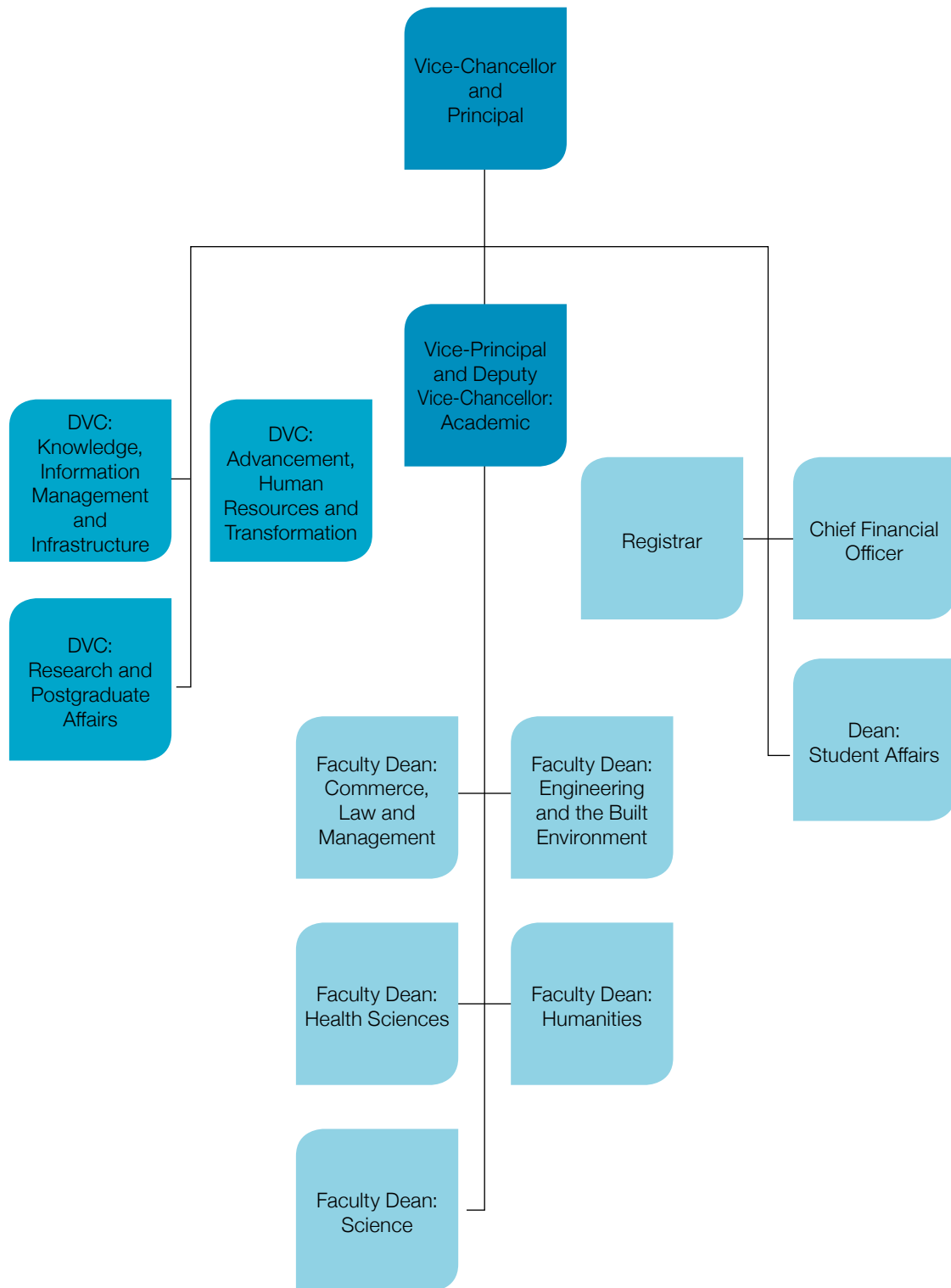
Total Number of Student Headcount Enrolments	33 774
% Female	54.93%
% Postgraduate	34.24%
% International	10.19%
Total Number of Full-Time Permanent Academic Employee Staff Headcounts	1085
% Female	47.83%
% African	26.45%
% International	27.37%
% with PhDs	63.04%
Total Number of A-Rated Researchers	24
Total Number of Other NRF-Rated Researchers	310
Total Number of SARChI Research Chairs	26
Total Number of Postdoctoral Research Fellows	208
Total Number of Research Outputs 2014	2691
THE (Times Higher Education) WUR 2015/2016	201 – 250
QS (Quacquarelli Symonds) WUR 2015/2016	331
Academic Ranking of World Universities (ARWU) [Shanghai Ranking] 2015	201 – 300
Center for World University Rankings (CWUR) 2015	149
Official Languages	English, isiZulu and Sesotho
Total Number of Courses Offered	3 486
Total Number of Residences at Wits	22

- The University of the Witwatersrand is an internationally leading *research-intensive* university located in Africa
- The University of the Witwatersrand is structured into *five Faculties* which comprise *34 Schools*
- *The origins of Wits lie in the South African School of Mines*, which was established in Kimberley in 1896 and transferred to Johannesburg as the Transvaal Technical Institute in 1904. Full university status was granted in 1922, incorporating the College as the University of the Witwatersrand, with effect from 1 March 1922
- Situated in Johannesburg, the economic hub of the continent, *Wits generates high level, scarce*

- skills* for a globally competitive world, while also addressing local social and economic development
- Wits' vast campuses are spread over *400 hectares* in Braamfontein and Parktown
 - The University of the Witwatersrand has *17% residences* which accommodate 20% of the student population
 - The University of the Witwatersrand has two commercial companies, Wits Enterprise and the Wits Health Consortium, offering opportunities for contract research, short courses and tailor-made business solutions for the public and private sectors.
 - The University library system comprises two main libraries, Wartenweiler and William Cullen, and nine branch libraries. Users have access to 1 206 144 book volumes, 150 012 print and electronic journal titles (147 722 electronic & 2 290 print) and 234 current databases
 - Wits is home to four Nobel Prize laureates and 91 Rhodes scholars
 - The University is a leader in the palaeosciences and the curator of priceless faunal, floral and hominid collections, Wits houses the Taung Skull, Little Foot and the Sediba fossils
 - Wits is known for its work in deep level mining, science, health sciences, accountancy, law, governance, and the humanities, amongst others
 - The University boasts highly skilled teams working in astronomy, physics and related areas on the SKA project and other SA telescopes, and at CERN in Switzerland
 - The University can accommodate about 20% of its students in 18 residences.
 - Wits boasts 14 museums and art galleries, including the Planetarium, the Origins Centre, the Wits Theatre, the Life Sciences Museum and the Wits Art Museum which curates over 9 000 unique African artworks
 - Wits candidates continued to excel in the Colleges of Medicine of South Africa examination. Students from the School of Clinical Medicine in the Faculty of Health Sciences excelled in the examination, contributing 75 specialists and 13 sub-specialists to the healthcare pool in the country. In some sub-specialities Wits was the only contributor nationwide. A total of 210 candidates completed the specialist examination nationwide, while 21 candidates completed the sub-specialists examination nationwide
 - This makes Wits the largest producer of specialists and sub-specialists in South Africa with 80% of Wits students passing the Fellowship of the College of Physicians clinical examinations, in comparison with the national average pass rate of 50%
 - 80% of Wits' graduates get employment within three months after completing their degrees.

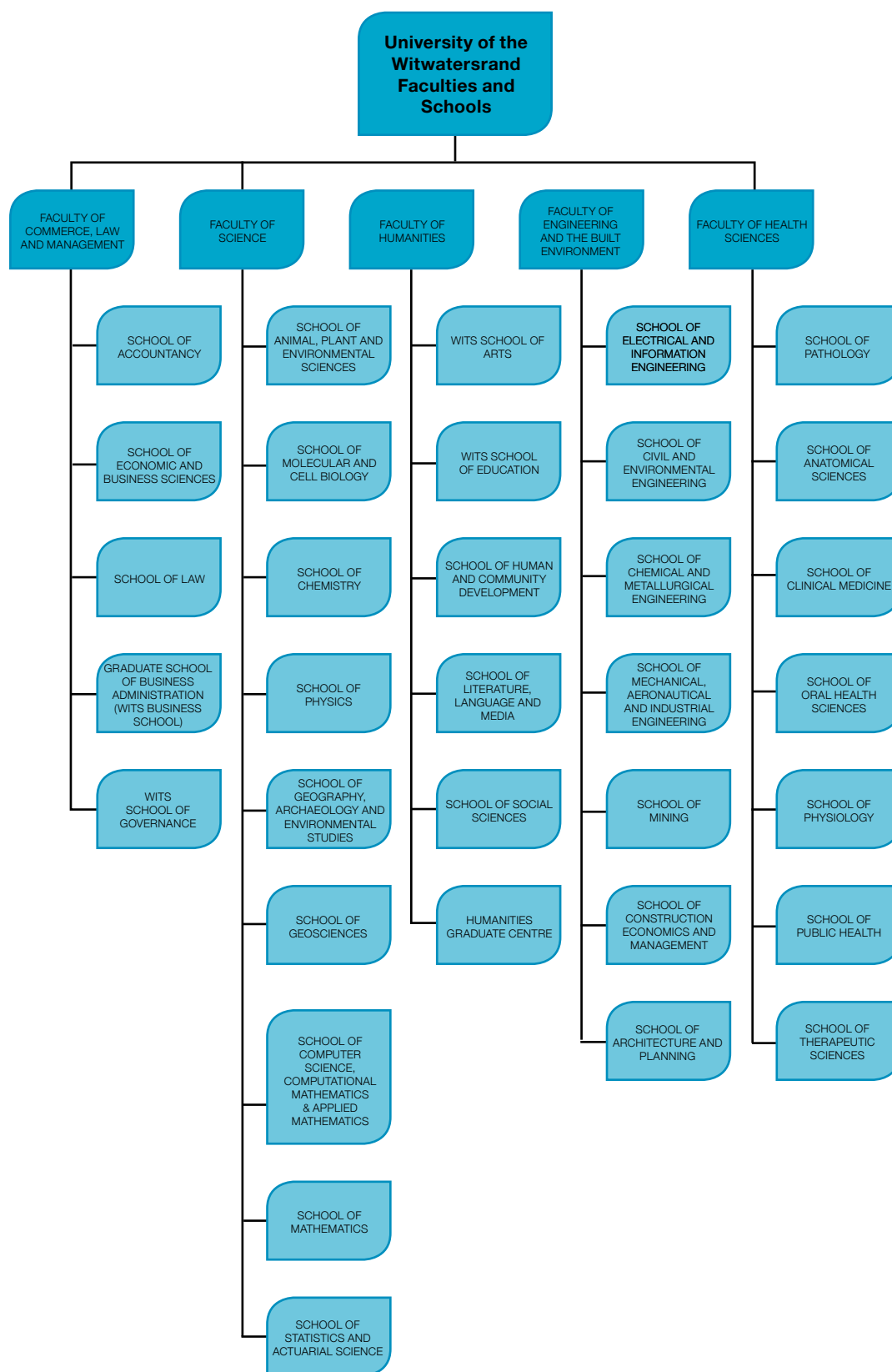


University Management Structure





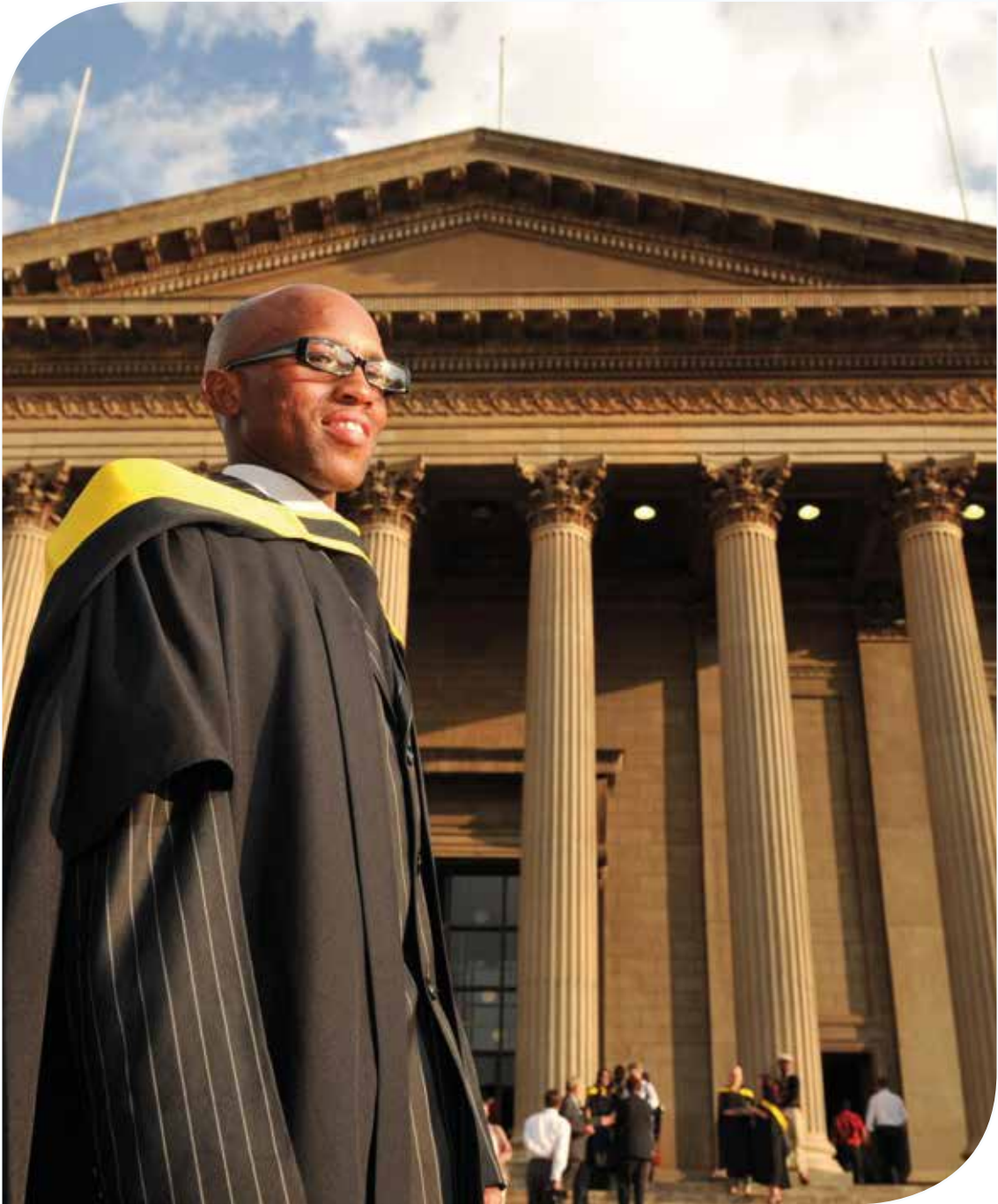
Faculties and Schools



Institutes and Research Units

Research Institutes			Faculty
1	Wits Reproductive Health and HIV Institute	Professor H Rees	Health Sciences
2	Wits Research Institute for Malaria	Professor M Coetzee	Health Sciences
3	Wits Institute for Social and Economic Research	Professor S Nuttall	Humanities
4	Society, Work and Development Institute	Professor K von Holdt	Humanities
5	Economic Geology Research Institute	Professor J Kinnaird	Science
6	Materials Physics Research Institute	Professor E Sideras-Haddad	Science
7	Molecular Sciences Institute	Professor D Brady	Science
8	Rock Art Research Institute	Professor D Pearce	Science
9	Evolutionary Studies Institute	Professor BS Rubidge	Intra-Faculty
10	Global Change and Sustainability Research Institute	Professor B Erasmus	Intra-Faculty
11	Sydney Brenner Institute for Molecular Bioscience	Professor M Ramsay	Intra-Faculty
12	Wits Mining Research Institute*	Vacant	Engineering and the Built Environment
13	City Institute*	Professor Noeleen Murray	Engineering and the Built Environment
14	Mandelstam Institute for Theoretical Physics	Professor JAP Rodrigues	Science
21st Century Research Units			Faculty
1	Flow Research Unit	Professor BW Skews	Engineering and the Built Environment
2	Rural Public Health and Health Transitions Research Unit*	Professor SP Tollman	Health Sciences
3	Carbohydrate and Lipid Metabolism Research Unit	Professor F Raal	Health Sciences
4	Cardiovascular Pathophysiology and Genomics Research Unit	Professor G Norton	Health Sciences
5	Clinical HIV Research Unit	Professor I Sanne	Health Sciences
6	Developmental Pathways for Health Research Unit*	Professor SA Norris	Health Sciences
7	Effective Care Research Unit	Professor GJ Hofmeyr	Health Sciences
8	Antiviral Gene Therapy Research Unit	Professor PB Arbutnot	Health Sciences
9	Pulmonary Infections Research Unit	Professor C Feldman	Health Sciences
10	Perinatal HIV Research Unit	Professor G Gray	Health Sciences
11	Respiratory and Meningeal Pathogens Research Unit*	Professor K Klugman/ Professor S Madhi	Health Sciences
12	Health Communication Research Unit	Professor C Penn	Humanities
13	Protein Structure-Function Research Unit	Professor HW Dirr	Science
14	John Knopfmacher Centre for Applicable Analysis and Number Theory	Professor A Knopfmacher	Science
15	Empilweni Services and Research Unit	Professor AH Coovadia	Health Sciences
16	HIV Pathogenesis Research Unit	Professor M Papathanasopoulos	Health Sciences
* Joint Wits/Medical Research Council entities			

Research Groups			Faculty
1	Brain Function Research Group	Professor A Fuller	Health Sciences
2	Centre for Health Policy*	Dr J Goudge	Health Sciences
3	African Ecology and Conservation Biology Research Group	Professor BFN Erasmus	Science
4	Water in the Environment Research Group	Professor KH Rogers	Science
* Joint Wits/Medical Research Council entities			



International Standing and Global Excellence

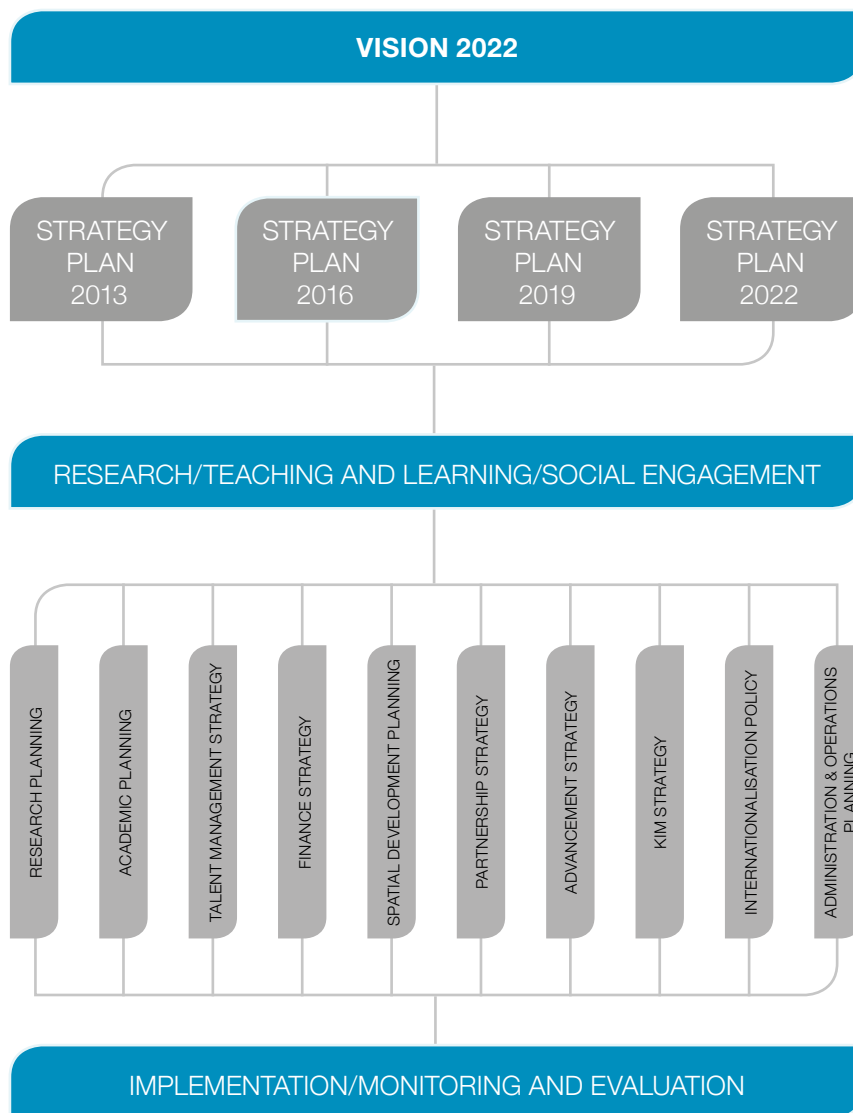
Table 1: International Rankings

World University Rankings (WUR)		2011	2012	2013	2014	2015
THE (Times Higher Education)	THE World University Rankings	251 – 275	226 – 250	226 – 250	251 – 275	201 – 250
	THE World University Rankings [in South Africa]	2 (Tied)	2	2	2	2
	THE World University Rankings [in Africa]	2 (Tied)	2	2	2	2
	THE BRICS & Emerging Economies Rankings	–			15	14
	THE Alma Mater Index: Global Executives Rankings 2013	Wits is positioned 24 th among the world top 100 universities from which Fortune 500 CEOs graduated				
QS (Quacquarelli Symonds)	QS World University Rankings	399	363	313	318	331
	QS World University Rankings [in South Africa]	2	2	2	2	3*
	QS World University Rankings [in Africa]	2	2	2	2	3*
	QS University Rankings: BRICS	–		31	31	28
	QS World University Rankings by Subject	–		Ranked in 8 out of 30 Subjects	Ranked in 9 out of 30 Subjects	Ranked in 11 out of 36 Subjects.
ARWU (Academic Ranking of World Universities) [Shanghai Ranking]	Academic Ranking of World Universities (Shanghai Ranking)	301 – 400	301 – 400	301 – 400	201 – 300	201 – 300
	Academic Ranking of World Universities [in South Africa]	2	2	2	1 – 2	1 – 2
	Academic Ranking of World Universities [in Africa]	2	2	2	1 – 2	1 – 2
CWUR (Center for World University Rankings)	Center for World University Rankings (based in Saudi Arabia)	–			114	149
	Center for World University Rankings [in South Africa]	–			1	1
	Center for World University Rankings [in Africa]	–			1	1

WITS STRATEGY

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

Figure 1: Wits Vision 2022 Strategic Framework





Academic Excellence and a distinct Wits Experience

Wits commits itself to providing a distinctive, intellectually stimulating, challenging and rewarding research and educational experience to all its students, staff, alumni, partners, guests, civil society and all organisations associated with the University. By pursuing this ambition, Wits will position itself as a gateway to research and intellectual engagement in Africa and a preferred destination for talented students, staff and scholars from around the world who share our values. We commit to providing a vibrant intellectual experience that allows students and staff to analyse, critique and understand the cultural, social, political and economic contexts in which their knowledge generation and acquisition are located. Our notion of graduateness is premised on the understanding that we should produce professionals and members of civil society with a balanced set of attributes, which include: well-groomed social values; a sense of public good; functioning knowledge; critical thinking skills; reflective competencies; appreciation of diversity; and an understanding of the complexities of life as an opportunity for critical engagement. We achieve this goal by creating an intellectually vibrant, socially embracing and culturally diverse teaching and learning, and research environment with the view to produce global citizens who are passionate about intellectual and social engagement and environmental factors.



Research and Knowledge Leadership

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



Innovation and Social leadership

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



An IT-Savvy University

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

open publication, all of which use creative commons licensing, together with traditional copyright maintenance where appropriate. Administrative support for our core academic activities will take advantage of the latest technology and approaches, and all IT implementations will consider people, processes and systems to ensure success.

Extensive Networks and Partnerships

Our capacity for innovation in a complex world depends on the degree to which we can reach across boundaries to address goals that ultimately are predicated on the public good and generation of knowledge. The success of our academic projects and our financial sustainability is likely to come about as a consequence of resilient strategic partnerships. The purpose is to grow a limited number of focused partnerships with local and international collaborators, arising mostly from our research priorities and our contextual opportunities. Among other purposes motivating the selected number of such partnerships will be the intention to fulfil the needs of our multi-disciplinary research projects, our partnerships in Africa and our city-region location.

Wealthy and Well Resourced

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

Excellence in Governance, Management and Support Services

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

Academic Achievements

Wits experience and academic excellence

Table 2: Headcount Enrolments

		2012		2013		2014		2015	
Gender	Female	16 523	54.29%	17 019	54.68%	17 818	54.47%	18 551	54.93%
	Male	13 910	45.70%	14 103	45.31%	14 895	45.53%	15 220	45.06%
	Undisclosed Gender	2	0.01%	4	0.01%	0	0.00%	4	0.01%
	Total	30 434	100.00%	31 125	100.00%	32 712	100.00%	33 774	100.00%
Race (Only South African students) and All International	African	14 901	48.96%	15 479	49.73%	16 705	51.07%	17 431	51.61%
	Chinese	139	0.46%	165	0.53%	166	0.51%	156	0.46%
	Coloured	1 035	3.40%	1 107	3.56%	1 206	3.69%	1 288	3.81%
	Indian	3 984	13.09%	3 941	12.66%	4 224	12.91%	4 328	12.81%
	White	7 260	23.85%	7 208	23.16%	7 101	21.71%	7 128	21.10%
	Undisclosed Race	2	0.01%	2	0.01%	0	0.00%	3	0.01%
	International	3 114	10.23%	3 224	10.36%	3 311	10.12%	3 441	10.19%
Total		30 434	100.00%	31 125	100.00%	32 712	100.00%	33 774	100.00%
UG/PG	Undergraduate	20 469	67.26%	20 960	67.34%	21 660	66.21%	21 867	64.75%
	Postgraduate	9 619	31.61%	9 798	31.48%	10 719	32.77%	11 565	34.24%
	Occasional	346	1.14%	367	1.18%	333	1.02%	342	1.01%
Total		30 434	100.00%	31 125	100.00%	32 712	100.00%	33 774	100.00%
Faculty	Commerce, Law & Management	7 589	24.93%	7 923	25.45%	8 381	25.62%	8 603	25.47%
	Engineering and the Built Environment	5 753	18.90%	6 077	19.52%	6 316	19.31%	6 454	19.11%
	Health Sciences	5 095	16.74%	5 202	16.71%	5 448	16.65%	5 641	16.70%
	Humanities	8 204	26.96%	7 813	25.10%	8 350	25.52%	8 657	25.63%
	Science	3 794	12.47%	4 111	13.21%	4 218	12.89%	4 420	13.09%
Total		30 434	100.00%	31 125	100.00%	32 712	100.00%	33 774	100.00%
Postgraduate students	Doctoral Degree	1 424	14.80%	1 539	15.71%	1 646	15.36%	1 815	15.69%
	Master's Degree	5 628	58.51%	5 566	56.81%	5 935	55.37%	6 499	56.20%
	Honours Degree	1 319	13.71%	1 315	13.42%	1 562	14.57%	1 646	14.23%
	Postgraduate Diploma / Certificate	1 248	12.97%	1 378	14.06%	1 576	14.70%	1 605	13.88%
Total		9 619	100.00%	9 798	100.00%	10 719	100.00%	11 565	100.00%

In 2015, the University continued to manage its enrolment within the provisions of the DoHET agreed upon enrolment targets. In line with the University strategy, the proportion of students enrolled for postgraduate studies started to slightly increase. The university also maintained a balanced split between Science, Engineering and Technology enrolments, and those in humanities and social sciences. The percentage of women graduating from the University also increased in 2015 compared to previous years.

Table 3: Graduate Output

		2012		2013		2014		2015	
Gender	Female	3 914	57.47%	4 142	57.73%	4 310	56.25%	4 488	58.13%
	Male	2 897	42.53%	3 032	42.26%	3 352	43.75%	3 232	41.87%
	Undisclosed Gender	0	0.00%	1	0.01%	0	0.00%	0	0.00%
	Total	6 811	100.00%	7 175	100.00%	7 662	100.00%	7 720	100.00%
Race (Only South African students) and All International	African	2 959	43.44%	3 079	42.91%	3 541	46.21%	3 597	46.59%
	Chinese	34	0.50%	45	0.63%	43	0.56%	49	0.63%
	Coloured	212	3.11%	243	3.39%	263	3.43%	281	3.64%
	Indian	933	13.70%	988	13.77%	985	12.86%	1 012	13.11%
	White	1 993	29.26%	2 017	28.11%	1 975	25.78%	2 004	25.96%
	Undisclosed Race	0	0.00%	0	0.00%	0	0.00%	0	0.00%
	International	680	9.98%	803	11.19%	855	11.16%	777	10.07%
Total		6 811	100.00%	7 175	100.00%	7 662	100.00%	7 720	100.00%
UG/PG	Postgraduate	2 937	43.12%	3 188	44.43%	3 540	46.20%	3 611	46.78%
	Undergraduate	3 874	56.88%	3 986	55.55%	4 122	53.80%	4 109	53.22%
	Occasional	0	0.00%	1	0.01%	0	0.00%	0	0.00%
Total		6 811	100.00%	7 175	100.00%	7 662	100.00%	7 720	100.00%
Faculty	Commerce, Law & Management	1 900	27.90%	2 063	28.75%	2 244	29.29%	2 339	30.30%
	Engineering and the Built Environment	985	14.46%	1 137	15.85%	1 195	15.60%	1 188	15.39%
	Health Sciences	798	11.72%	894	12.46%	865	11.29%	917	11.88%
	Humanities	2 224	32.65%	2 053	28.61%	2 185	28.52%	2 116	27.41%
	Science	904	13.27%	1 028	14.33%	1 173	15.31%	1 160	15.03%
Total		6 811	100.00%	7 175	100.00%	7 662	100.00%	7 720	100.00%
Postgraduate students	Doctoral Degree	150	5.11%	221	6.93%	199	5.62%	202	5.59%
	Master's Degree	1 136	38.68%	1 206	37.83%	1 243	35.11%	1 204	33.34%
	Honours Degree	1 020	34.73%	1 044	32.75%	1 226	34.63%	1 294	35.83%
	Postgraduate Diploma / Certificate	631	21.48%	717	22.49%	872	24.63%	911	25.23%
Total		2 937	100.00%	3 188	100.00%	3 540	100.00%	3 611	100.00%

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

Table 4: Graduation on record time

Graduation in Minimum Time % (2012)			
Duration Years	Qualifications	Wits University	National Norm ¹
3 Years	Arts/Humanities	44.1%	29.1%
	Bachelor of Arts		
	Architecture & Built Environment	37.8%	40.3%
	Bachelor of Architectural Studies		
	Bachelor of Science (Construction Studies)		
	Bachelor of Science in Urban and Regional Planning		
	Commerce	28.8%	29.7%
	Bachelor of Accounting Science		
	Bachelor of Commerce		
	Bachelor of Economic Science		
	Science	26.3%	23.5%
	Bachelor of Science		
4 Years	Arts/Humanities	48.3%	52.3%
	Bachelor of Arts		
	Education	53.9%	44.6%
	Bachelor of Education		
	Health Science	48.0%	50.5%
	Bachelor of Nursing		
	Bachelor of Pharmacy		
	Bachelor of Science in Occupational Therapy		
	Bachelor of Science in Physiotherapy		
	Engineering	13.5%	22.2%
	Bachelor of Science in Engineering		
	Law	47.2%	26.2%
	Bachelor of Laws		

The university is concerned about the quality of provisioning and student experience. In 2015, through the Siyaphumelela project funded by the Kresge Foundation, the University committed itself to collecting more institutional data to help develop a nuanced understanding of factors affecting student performance at the undergraduate level. This initiative supports the University Teaching and Learning Plan 2015 – 2019 which seeks to significantly improve the quality of provisioning and student graduation rates.

¹ National norm is based on a 2007 cohort, expected to graduate in 2009 for three-year qualifications and 2010 for four year qualification

Table 5 : Student Success Rates

		Student Success Rates (%)			
		2012	2013	2014	2015
UG / PG	Postgraduate	73.51	70.35	73.17	75.28
	Undergraduate	84.13	83.97	85.35	85.87
Overall		82.07	81.37	82.85	83.48



Research and Knowledge leadership

Throughout 2014 and 2015, Wits continued to show significant growth in its research productivity. This is measured using either bibliometric data or reported unites to the DHET. Both are discussed below.

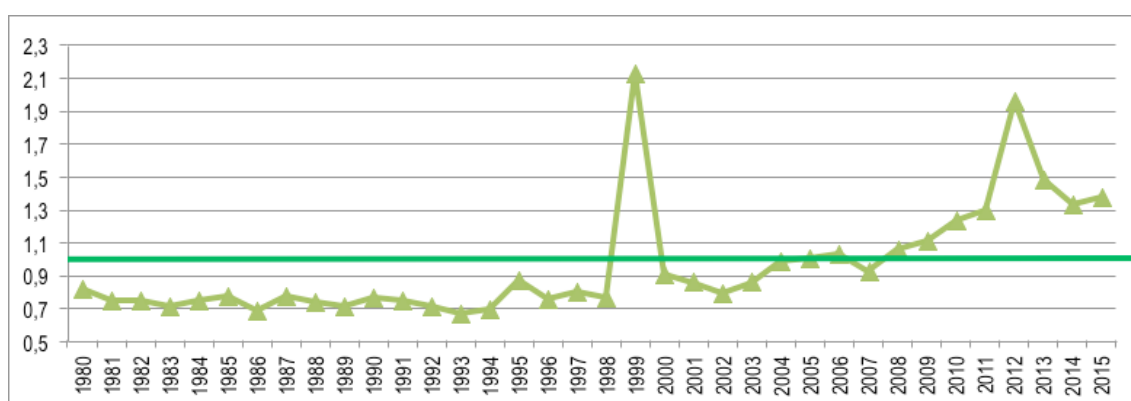
In 2015, Wits affiliated authors published 2 574 items in Scopus indexed journals, conference proceedings and books (up from 2 230 in 2014). Of this 1 902 are peer reviewed articles (up from 1 668 in 2014). The top three subject areas most commonly represented in this output include medicine (894 published items), social science (391 items) and physics and astronomy (235 items). The most used journal by Wits affiliated authors is PlosOne followed by South Africa Medical Journal and Journal of High Energy Physics.

The smaller but more rigorously scrutinised index is the Web of Science. Here Wits affiliated authors published 2 591 items of which 2 169 were journal publications (up from 1 783 in 2014).

Annual reporting to the DHET for the purposes of Research Output subsidy is based on fractional author counts and is reported in units. It includes publications, conference proceedings and books in a number of indices including Web of Science (ISI), International Bibliography of the Social Sciences (IBSS) and some local South African journals. In 2015 Wits reported the highest number of units ever at 1 571.68 (3.8% growth over 2014). This total consists of 1 308.86 units for peer reviewed articles – of which 84% are in international journals, 97.47 units for conference proceedings and 165.35 units for books. The contribution made by different faculties is shown in the table below.

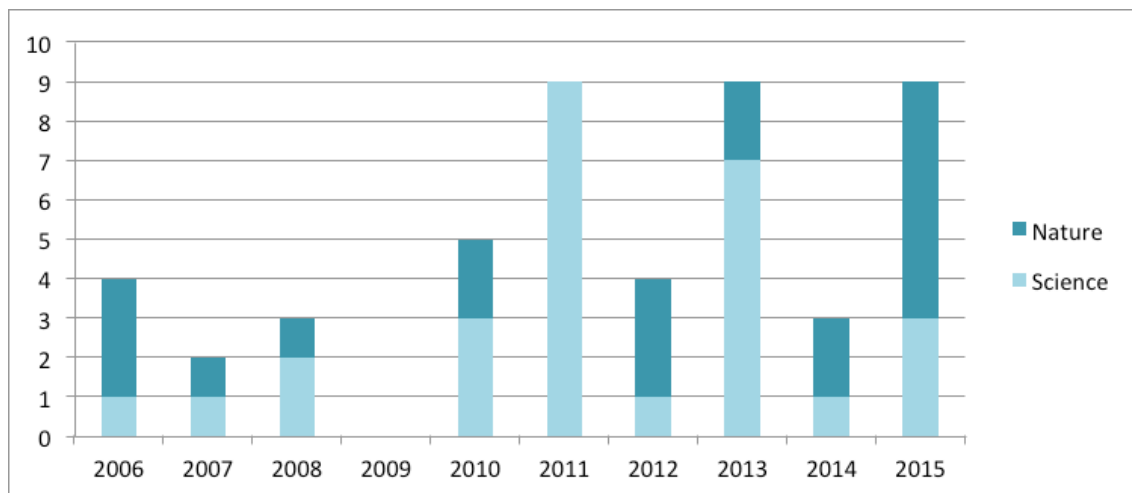
CLM	EBE	H Sc	Hum	Sc	Institutes	Total
202.63	162.69	443.62	365.37	335.06	62.50	1 571.87

The quality of Wits research remains high and is growing with time. In the chart below the category normalised citation impact – a Web of Science metric that compares citation across disciplines – is shown between 1980 and 2015. The global average category normalised citation impact is by definition one. The chart shows that Wits quality has exceeded global norms since 2008 and continues to grow steadily.



Another measure of quality, often used by ranking agencies, like the *Times Higher Education*, are the number of publications a university publishes in the multidisciplinary journals of Science and Nature. The chart below shows Wits recent history in these fields.

Number of Science and Nature Articles



Turning now to the individuals who contributed towards this research: most Wits academics are research active and all their contributions are to be acknowledged. However, there are a few that need to be especially acknowledged.

High Quality Researchers

Highly Cited Researchers 2014 represents some of world's leading scientific minds. Over three thousand researchers earned the distinction by writing the greatest numbers of reports officially designated by Essential Science IndicatorsSM as Highly Cited Papers—ranking among the top 1% most cited for their subject field and year of publication, earning them the mark of exceptional impact.

2015	Chris Mathew	Francesco D'Errico	Lynn Morris
2014	Lyn Wadley	Rachel Jewkes	Christopher Henshilwood

Citations are a proxy measure of research impact in the academic world. As impactful research is generally of a high quality the most cited researchers per faculty are celebrated each year (starting in 2014). The criteria are journal articles published in 2014 that had received the most citations by Dec 2015. Most highly cited people based on 2013 publications.

Faculty	School	Person	Total times cited
CLM	Governance	M. Orkin	9
	Governance	M. Muller	3
EBE	School Of Mechanical, Industrial & Aeronautical Engineering	J. Muthu	15
H Sc	Rural Health In Transition And Agincourt Research Unit	M. Connor	269
	Clinical medicine	F. Raal	119
Hum	Psychology	G. Finchilescu	14
	African Centre For Migration & Society	M. Richter, J. Vearey	9
Sc	Physics	ATLAS Collaboration	77
	Maths	S. Abelman	51

Most published Wits authors in 2015 (that are permanent appointees or at least those that have a Wits email address) include

	Name	Faculty	Times Cited	% Docs Cited	Web of Science Documents
1	Ruan, X.	Sc	324	64.49	107
2	Garcia, B. R. Mellado	Sc	309	65.98	97
3	Raal, Frederick J.	H Sc	235	69.23	13
4	Kamerman, Peter R.	H Sc	43	50	6
5	Norris, Shane A.	H Sc	34	37.5	16
6	Madhi, Shabir A.	H Sc	30	46.43	28
7	Petzold, Max	H Sc	30	25	8
8	Ramsay, Michele	H Sc	30	50	6
9	Choudhury, Ananyo	H Sc	26	100	1
10	Vilakazi, Zeblon	Sc	24	55.56	18
11	Berger, Lee R.	ESI	22	40	15
12	Prabdia-Sing, N.	H Sc	22	100	3
13	Mahomed, A.	H Sc	22	100	3
14	Colafrancesco, S.	Sc	21	75	12
15	Variava, Ebrahim	H Sc	21	71.43	7
16	Skinner, Matthew M.	ESI	21	50	4

The following Wits academic held prestigious SARCHI research Chairs in 2015.

Name	School/entity	Title of Chair
Adler, JB	School of Education	Mathematics Education
Coetzee, M	Wits Research Institute for Malaria	Medical Entomology & Vector Control
Colafrancesco, S	School of Physics	Radio Astronomy
De Mello Koch, R	School of Physics	Fundamental Physics & String Theory
Dirr, HW	School of Molecular and Cell Biology	Protein Biochemistry & Structural Biology
Durrheim, RJ	School of Geosciences	Research Chair in Exploration, Earthquakes and Mining Seismology
Eyles, JD	School of Public Health	Health Policy and Systems
Falcon, RMS	School of Chemical and Metallurgical Engineering	Clean Coal Technology
Hamilton, L	School of Social Science	Political Theory
Harrison, PJ	School of Architecture and Planning	Social Chair in Development Planning and Modelling
Henshilwood, CS	Evolutionary Studies Institute	The Origins of Modern Human Behaviour
Jejjala, V	School of Physics	Theoretical Particle Cosmology
Landau, LB	African Centre for Migration & Society	Mobility and the Politics of Difference
Madhi, SA	Pathology/Respiratory and Meningeal Pathogens Research Unit	Vaccine Preventable Diseases
Majozi, T	School of Chemical and Metallurgical Engineering	Research Chair in Sustainable Process Engineering
Moore P	Department of Virology in School of Pathology	Virus-host dynamics for public health

Munro, OQ	School of Chemistry	Bio-inorganic Chemistry
Ndlovu S	School of Chemical and Metallurgical Engineering	Hydrometallurgy: Innovation and Sustainability
Nieftagodien, MN	School of Social Sciences - History Workshop	Local Histories & Present Realities
Pillay, V	School of Therapeutic Science	Pharmaceutical Biomaterials & Polymer-Engineered Drug Delivery Technologies
Ramsay, M	School of Pathology (Bioinformatics)	Bioinformatics of African Populations
Rispel L	School of Public Health	Public health
Scholes M	School of Animal, Plant and Environmental Sciences	Global change and systems analysis
Steyn, ME	School of Social Sciences	Critical Diversity Studies
Tiemessen, CT	School of Pathology/Centre for HIV and STIs (NICD)	HIV Vaccine Translational Research
Venkatakrisnan, H	School of Education	Chair in Numeracy

The following people held peer reviewed NRF rating of 'leading international scholars' (A rated) in 2015

Name	Research Specialization
Adler, J	Mathematics education
Ashwal, L	Geochemistry, Petrology, Mineralogy, Tectonics
Comins, D	Spectroscopy, Material science
Every, A	Solid state physics
Feldman, C	Pneumonia
Gray, G	HIV/Aids Vaccines
Henshilwood, C	Archaeology
Hofmeyr, I	Postcolonial literary studies
Jewkes, R	Psychosocial epidemiology, Gender-based issues
Lewis-Williams, D	Social anthropology
Luka, F	Mathematics and computational science
Madhi, S	Vaccine-preventable disease
Mahomed, F	Computational fluid mechanics, Lie symmetry
Mbembe, A	Social science
Mitchell, D	Conservation and thermal physiology
Morris, L	Immunology, Biochemistry, Genetics & Molecular Biology
Owen-Smith, N	Ecology of the savanna & herbivores
Pettifor, J	Paediatric nutrition
Richter, L	Child development & health
Rubidge, B	Palaeontology mainly of the Karoo basin
Scholes, R	Systems ecology, Global change
Skews, B	Gas dynamics, Shock waves, Flow visualization
Smith, R	Paleo science
Wadley, L	Middle Stone age archaeology, Cognitive archaeology

Wits' success in other NRF rating categories is summarized below showing the number of each category in the five faculties that make up the University.

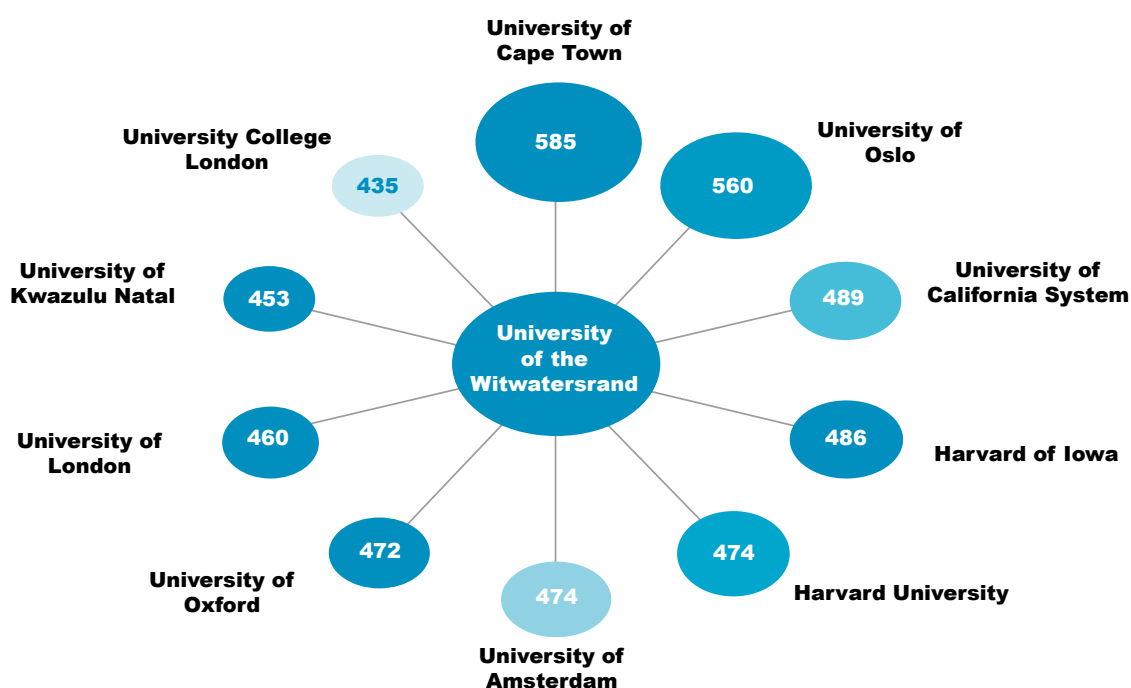
Category	Institutes	CLM	EBE	H Sc	Hum	Sc	Total
A	6	0	1	7	3	7	24
B	4	7	6	18	20	40	95
C	2	17	22	23	33	53	150
P	1	0	0	0	0	0	1
Y	0	8	4	8	16	25	61
L	0	0	0	2	0	0	2
Total	12	32	33	58	71	125	333

The Harry Oppenheimer Fellowship Awards were introduced in 2001 to commemorate their funder who stood for scholarship and good ideas. "The award focuses on excellent in scholarships in all its forms, across all disciplines, and is granted to candidates of the highest calibre". As at 2015, four of the 15 awards have been granted to Wits academics. In 2015 Prof Helen Rees received her fellowship for her significant contribution to the field of reproductive health.

Wits has recognised the great value added to the academic programme by postdoctoral fellows. These early career academics take up these fellowships so as to develop an independent research programme and test out their supervision skills. In 2015 Wits had 208 active postdoctoral fellows of which 128 were externally funded and the majority of which came from countries other than South Africa.

Collaboration

Research benefits from collaboration. Listed in the graphic below is the number of citations that have arisen from publications with joint authorship between Wits and the indicated university in 2015. It is pleasing to see a health mix of local and international universities.



Innovation, partnerships and Social leadership

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

On technology transfer

Technology transfer achievements in 2015 include the following:

- The unit for the first time directly managed the IP registration expense budget, which assisted in more robust, cost sensitive, decision making.
- In an attempt to rebalance the expenditure on, and size of, the IP portfolio, where costs had ballooned to nearly ~R9m, the unit made 40 recommendations to the IP Committee to abandon patents with weak commercial prospects. This has assisted in bringing down the budget for 2016 to R7.3m, and decreased patent families being prosecuted by 19 to 93, despite 31 new disclosures having been received during the year. The budget remains under pressure due to the falling value of the Rand, given that majority of costs are offshore based.
- Off momentum built during the Innovation Bridge in February 2015, the unit engaged with 98 prospective licensees during the year a substantial leap from the 28 of the previous year.
- SmartSpot Quality (Pty) Ltd, the first spin out from Wits in more than five years, was established, a managing director appointed and progress made towards extracting the business elements out of research activities.
- One IP transaction was signed, and several others progressed materially.
- The new Administrative Officer position has centralised a range of clerical and administrative functions, freeing up the other staff members to focus on core technology disclosure, management and commercialization activities.
- Six Seed Fund projects were approved for funding by TIA, totalling ~R2.5m. These projects, which will run into 2016, help answer critical questions regarding technology viability, market size and in some instances limited techno-economics. As examples of the critical contribution of this funding to progressing opportunities:
 - The nano-catalyst project where the funds have permitted the optimization of low volume production, and producing sufficient catalyst to enable Johnsson Mathey to evaluate its performance, under Non-disclosure with an option to license should they be satisfied with the results.
 - The Moringa project enabled testing of the extract in yoghurts, and eventually resulted in a winning business plan in the GAP BioScience Competition.

The detailed numerical dashboard is provided in the table below.

Reporting category	2015	2014	2013	2012
Disclosures received	31	37	34	27
Granted patents, trademarks, design registration	15	25	33	12
Referrals to IP committee	48	15	38	30
Abandonment referrals to NIPMO	14	3	8	8
Provisional patent applications filed	29	16	24	20
Trade mark applications filed	0	1	3	5
PCT applications filed	6	9	10	4
Complete (PCT & national) applications prepared	16	8	6	5
Patent families being actively prosecuted	93	112	108	88
Office actions managed	64	71	67	88
Active commercialisation projects	11	9	20	19
No of start-ups being assisted	1	1	1	0
Company wind-ups/liquidations being assisted	2	2	2	2
No potential licensees, users engaged with	98	28	12	13
NDAs signed	16	2	3	4
Transactions referred to NIPMO	1	0	0	1
Executed (options, assignments, licenses)	1	3	2	0
Meetings with faculty groups, seminars & workshops	11	13	7	n.r.
No of 1st time inventors	24	40	20	~5

On partnerships

The following partnership arrangements were finalised in 2015:

ASIAN PARTNERSHIPS

Country	Institution	Type of Agreement	Implementing School/s	Effective date	Expiry Date	Duration (years)
Pakistan	Lahore University of Management Sciences	<ul style="list-style-type: none"> • MoA • Student • Exchange • Staff Exchange 	Institution-wide	8 September 2015	8 August 2018	3
India	Ghulam Ishaq Khan Institute of Engineering Sciences and Technology	CFA	Mathematical and Statistical Sciences	23 February 2015	23 February 2018	3

AUSTRALIAN PARTNERSHIPS

Country	Institution	Type of Agreement	Implementing School/s	Effective date	Expiry Date	Duration (years)
NONE in 2015						

EUROPEAN PARTNERSHIPS

Country	Institution	Type of Agreement	Implementing School/s	Effective date	Expiry date	Duration (years)
Denmark	Aarhus University	<ul style="list-style-type: none"> • CFA • Exchanging of Personnel 	Institution-wide	18 February 2015	18 February 2018	3
Hungary	Szechenyi Istvan University	<ul style="list-style-type: none"> • CFA • Exchange of Personnel (research specific) 	Faculty of Engineering and the Built Environment	8 April 2015	8 April 2018	3
Netherlands	VU University Amsterdam	<ul style="list-style-type: none"> • MoA • JDD 	Institution-wide	1 October 2015	30 September 2020	5
Sweden	Konstfack University College of Arts, Crafts and Design, Stockholm	<ul style="list-style-type: none"> • MoA • Student and staff exchanges • 'on location' project 	WSOA	1 January 2015	31 December 2017	3



An IT-Savvy University

The new comprehensive ICT strategy approved in 2014 that will move the University towards achieving the 2022 goal of a 21st century ICT-Savvy University has been developed and accepted by Council. The implementation plan is subject to a sourcing strategy being developed. To support the strategy the following activities took place in 2015;

1. The development of the ITC policy framework was launched.
2. The new Wits external website went live on 16 December 2015. This was an improvement in the look and feel on multiple devices and functionality.
3. Network upgrade request for proposal was published for the network and security infrastructure. The recommendation of the evaluation process was submitted to Council on December 2015.
4. A Managed print service solution implementation started in 2015; with the object to manage print costs and the University.
5. A student mobile app was launched in July 2015 that allowed student access to contact information, campus maps, timetable, student marks, meals and Wits bus timetable.
6. International internet bandwidth was increased by 100% from 600Mbps to 1200Mbps.
7. Student Online registration was further enhanced to cater for flexible curriculum and additional self-service features introduced to cater for services parking and club and societies.
8. Google Apps was enabled for students in January 2015.
9. Setup the self-service process to allow students and staff to register their own mobile devices to the Wits Wi-Fi service which removed the requirement to queue to get devices registered.
10. Information Management Service (IMS) was rolled out for staff, including:
 - bursary applications and
 - changes to academic programs and courses,
 - tender document management in procurement and
 - manage documents in the Law Clinic
 - Meeting agenda management by Secretariat.
11. Work was done upgrading the Library system to a new version.

Extensive Networks and Partnerships

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

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

Finance

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

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

Additional income is generated from donations and other income, such as rental and investment income. The university recognises the need to develop and grow alternative income streams in order to fund its growth requirements, which include a network upgrade and insourcing. Both of these events are expected to materialise during the 2016 financial year.

The events of the past year have significantly impacted on the way in which the University views its revenue sources. The decision by government to fund most of the fee shortfall arising from a “no fee increase” for 2016 assisted the University with its cash flows at the beginning of the year but raises concerns about the ability and willingness of students to pay their debt. The 15% of the shortfall not funded by government needed to be carried by the University has resulted in austerity measures being introduced on operational expenditure, particularly with respect to building maintenance and infrastructure.

Whilst government has agreed to fund the shortfall in fees for 2016 and repeat this shortfall for 2016 in 2017, there is no indication of what subsidy, if any, the government will provide for 2017 fee shortfalls. If such funding is not forthcoming and fee increases are curtailed in future years, without support from government, the financial sustainability of the University will be brought into question in 2017. The increase in state subsidies and grants in 2015 is mainly attributable the grant received from the Department of Education for the development of two new Universities in Mpumalanga and the Northern Cape. Income from research contracts declined, whilst other income grew in line with inflation.

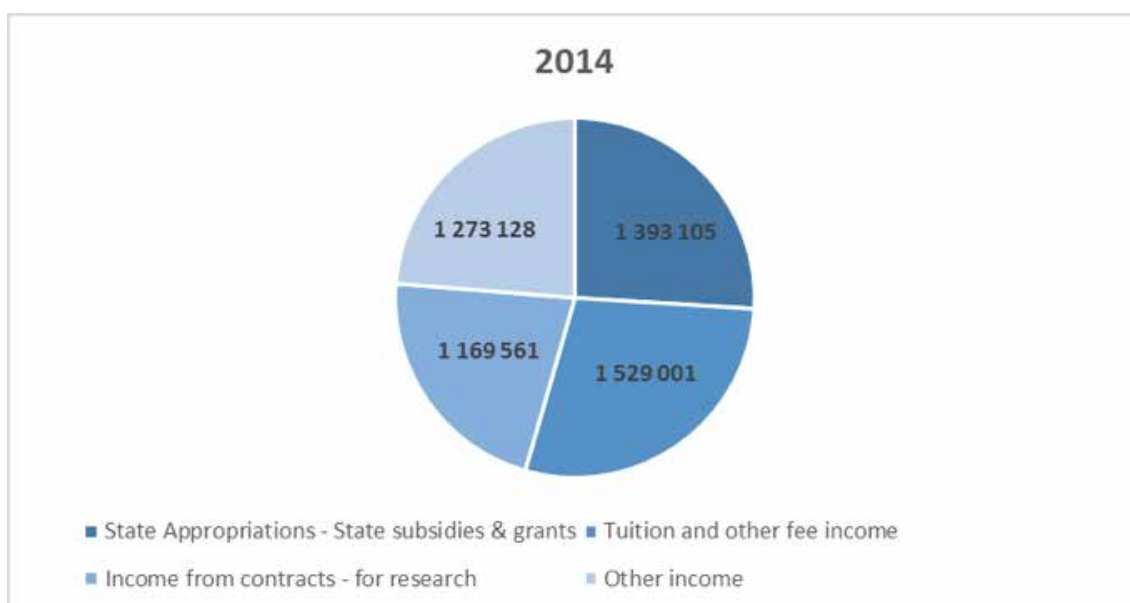
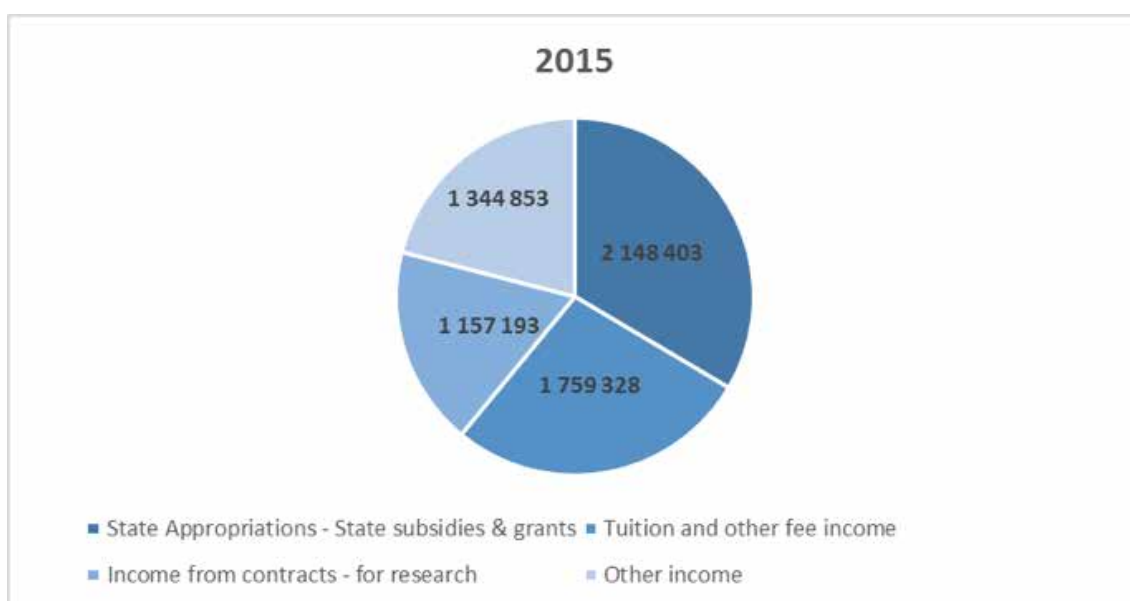
Expenditure was also impacted by the development of the two new Universities. This expenditure was incurred on behalf of DHET and will decline in 2016, as the project comes to an end. The costs are fully funded by DHET. Other expenditures that grew at rates in excess of inflation include property costs, such as electricity and library and software costs, which were impacted by the depreciation in the rand. Costs in 2016 will be impacted significantly by the costs of insourcing previously outsourced services, primarily with respect to labour.

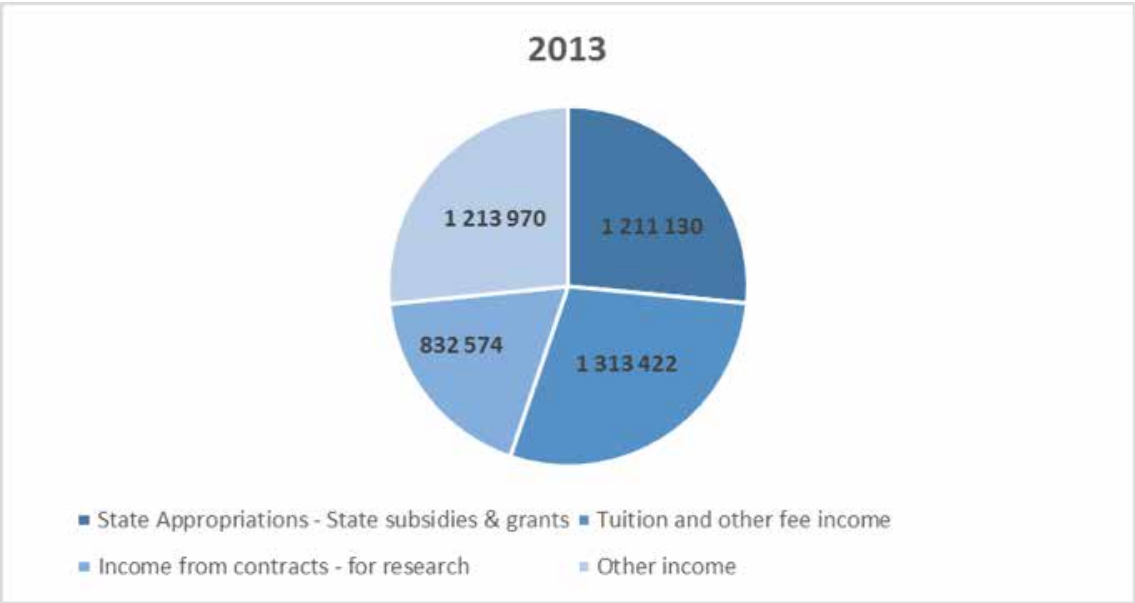
Employee costs increased, on average, by 11% during the year (2014:11%). Salary increments, additional staff appointments and post-retirement medical expenses contributed towards this increase. Other operating expenses increased by 36% in 2015 (2014:21%) mainly driven by the R926m spend new university project costs. Increases in transportation for students in residence, purchases of books, journals and electronic media, fixed property costs and security expenses all contributed to the high cost of running the university. These costs must be managed carefully going forward to ensure the best allocation of limited resources.

The group recognised non-recurring expenditure of R8m during the year (2014:R60m), which resulted in a net recurring surplus of R207m (2014: R221m). The non-recurring expenditure of R8m includes VAT on the change in use of the PDH building and other compensating income and expenses.

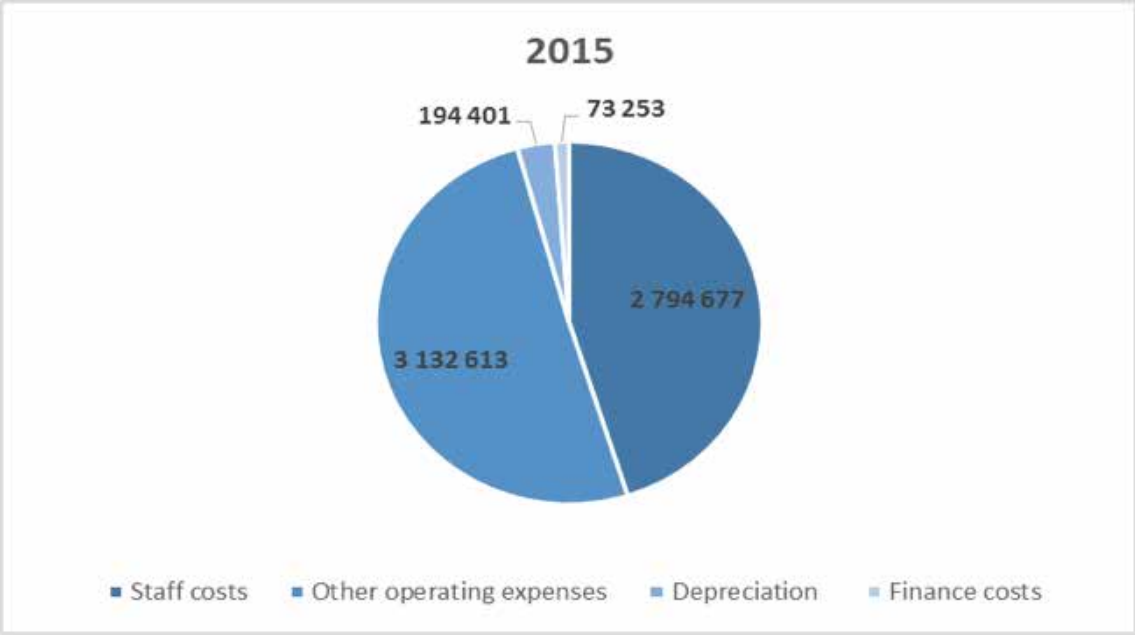
After the transfer of R150m in restricted funds to reserves, the net surplus of the group was R56m for 2015, compared to R70m for 2014.

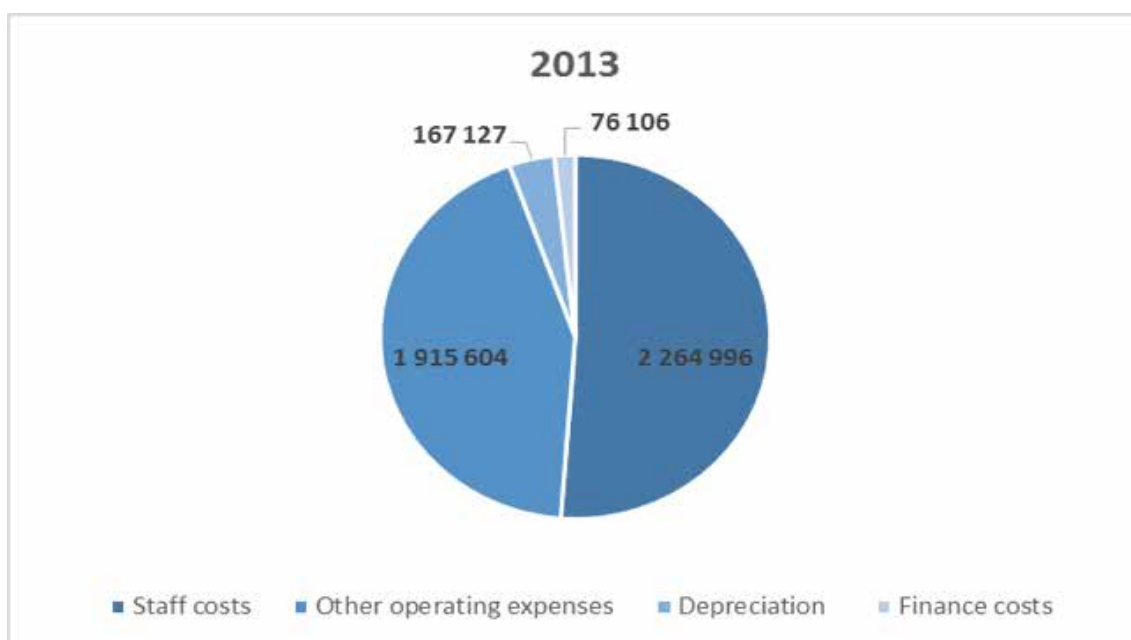
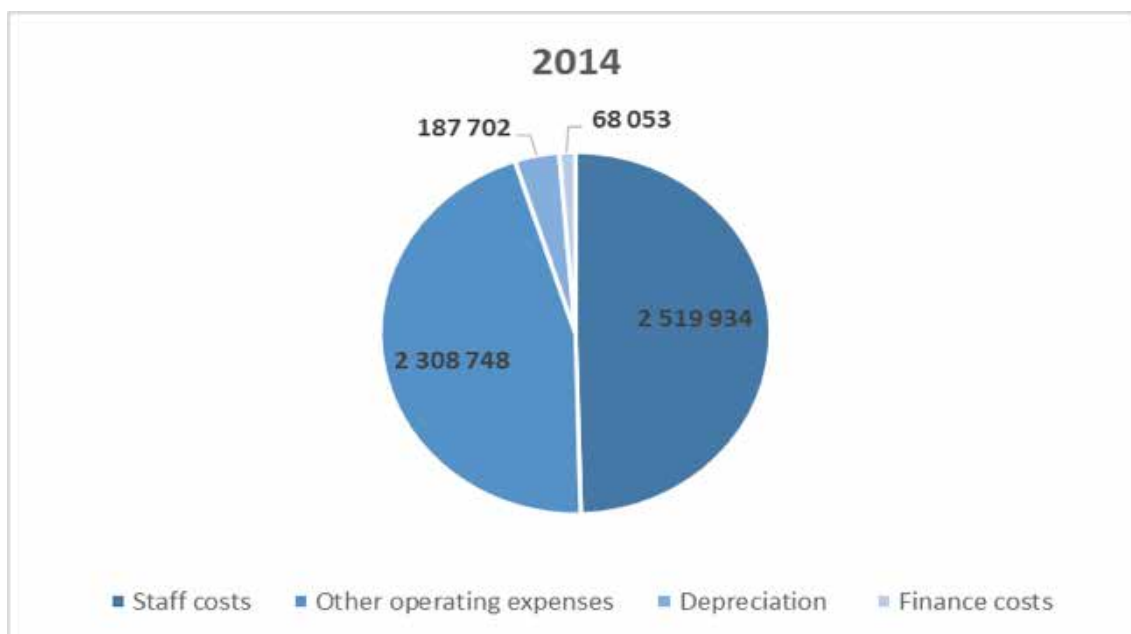
The contribution of income to the Wits Group is reflected in the figure below:





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





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

	2015	2014	2013
Income contribution	100%	100%	100%
State Appropriations - State subsidies & grants	34%	26%	26%
Tuition and other fee income	27%	29%	29%
Income from contracts - for research	18%	22%	18%
Other income	21%	24%	27%

	2015	2014	2013
Expense contribution	100%	100%	100%
Staff costs	45%	50%	51%
Other operating expenses	51%	45%	43%
Depreciation	3%	4%	4%
Finance costs	1%	1%	2%

The consolidated Wits Group income statements for the years ended 31 December 2015, 31 December 2014 and 31 December 2013 are reflected in the table below:

Consolidated Wits Group Income Statement

Amounts in Rand thousands

	2015	2014	2013
Recurrent Income			
Income	6 409 777	5 364 795	4 571 096
State Appropriations - State subsidies & grants	2 148 403	1 393 105	1 211 130
Tuition and other fee income	1 759 328	1 529 001	1 313 422
Income from contracts - for research	1 157 193	1 169 561	832 574
Other income	1 344 853	1 273 128	1 213 970
Expenditure	6 194 943	5 084 437	4 423 833
Staff costs	2 794 677	2 519 934	2 264 996
Other operating expenses	3 132 613	2 308 748	1 915 604
Depreciation	194 401	187 702	167 127
Finance costs	73 253	68 053	76 106
NET RECURRENT ITEMS	214 834	280 358	147 263
NON-RECURRENT ITEMS	(8 307)	(59 808)	(8 000)
Net Surplus before Tax	206 528	220 550	139 263
Income Tax	(115)	(170)	(95)
Net Surplus after tax	206 412	220 380	139 168
Transfers to restricted funds	(150 520)	(150 350)	(134 750)
NET SURPLUS AFTER TRANSFERS	55 892	70 030	4 418

Statements of Financial Position

The financial sustainability of the Wits Group depends upon its ability to properly manage and maintain its infrastructure, investment portfolio, student and sundry debt. The net book value of property, plant and equipment at 31 December 2015 was R6 778m (2014:R6 699m), with land and buildings being the biggest contributor to this amount. Capital expenditure for the year amounted to R251m compared to R337m in the prior year. Financial assets under management in the group (Administered Funds and University's Foundation) amounted to R2 534m, an Increase of 23% over the prior year. The investments in the Foundation are under the custodianship of the Board of Governors of the Foundation, The Board meets quarterly to review the investment portfolio and performance of the fund managers. Student debt at the end of the year was R97m (2014: R135m) and trade and other receivables were R323m (2014:R237m). Impairments constituted 44% (2014:26%) of student debt and 26% (2014:26%) of trade receivables. The increase in the impairment provision for student debt was due to the prevailing fees must fall campaign and easier access to the University in line with concessions made during the “#fees must fall” campaign.

The Group manages its reserves according to the legislation set down in the Higher Education Act, 1997, separating unrestricted use funds from restricted use funds. The Council controlled operations of the university and student and staff accommodation are considered to form part of unrestricted funds, whilst specifically funded research contracts are considered to be restricted funds. Some Government grants are conditional and expenditure against these grants is subject to audit each year. At 31 December 2015 total reserves and unrestricted funds amounted to R5 761m (2014:R5 650m) and restricted use funds amounted to R1 456m (2014:R1 308m).

The consolidated Wits Group statements of financial position as at 31 December 2015, 31 December 2014 and 31 December 2013 are reflected in the table on the next page.



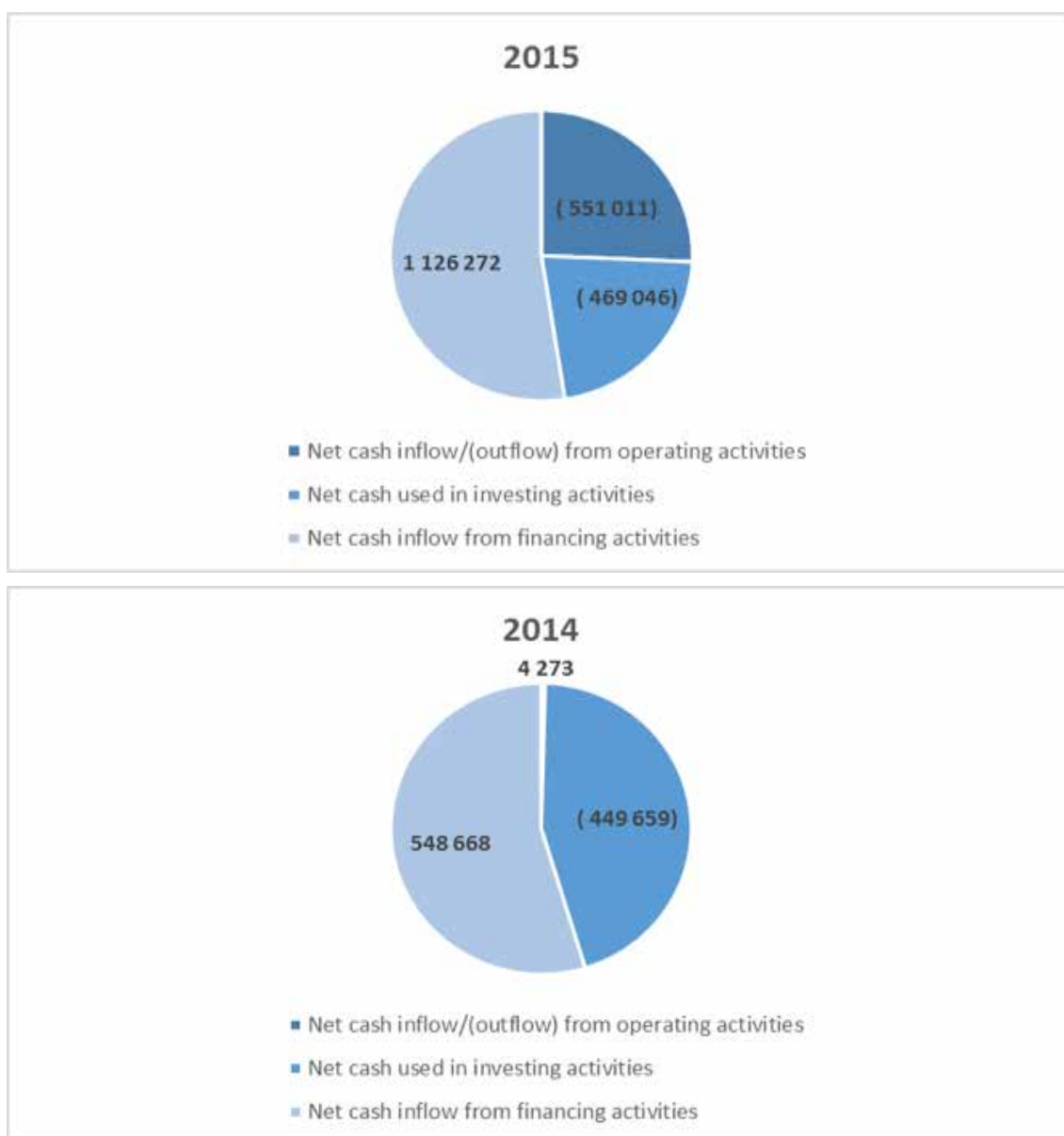
Consolidated Wits Group Statement of Financial Position
(Amounts in Rand thousands)

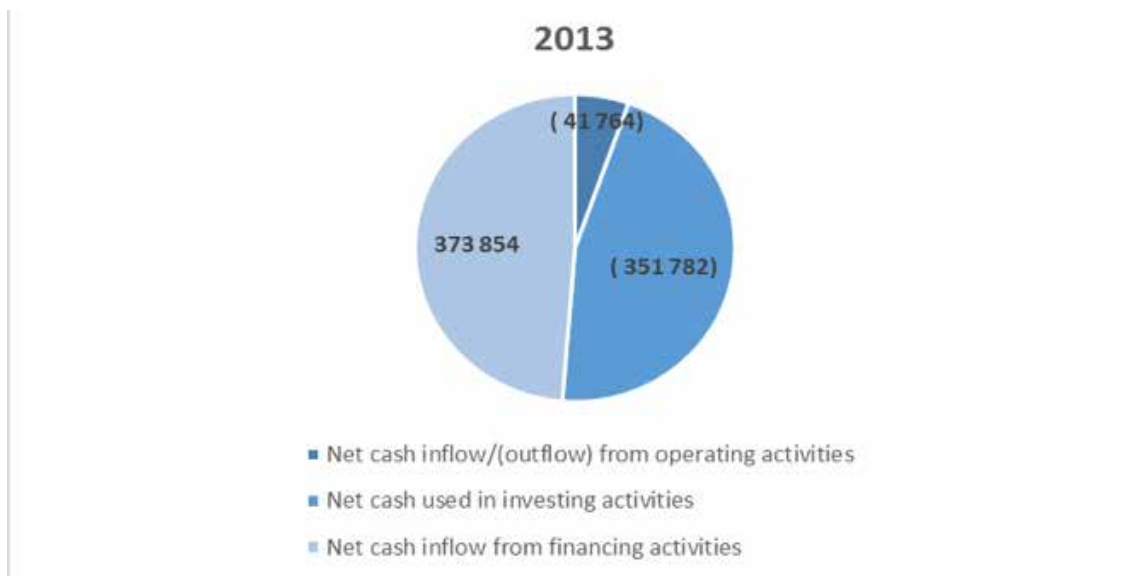
	2015	2014	2013
Non-current assets	9 519 078	8 990 702	8 560 785
Property, plant and equipment	6 777 739	6 698 627	6 524 376
Intangibles	116 370	139 096	147 240
Goodwill	486	486	-
Available-for-sale-investments	2 533 790	2 066 033	1 800 631
Interest in joint venture and associated entities	81 941	76 100	77 424
Deferred income tax assets	-	33	15
Other non-current receivables	8 752	10 327	11 099
Current assets	1 238 861	1 109 983	936 878
Inventories	12 379	14 001	16 471
Current portion of other non-current receivables	2 730	5 438	4 966
Receivables and prepayments	431 449	404 535	332 724
Tax receivable	90	11	-
Cash and cash equivalents	792 213	685 998	582 716
TOTAL ASSETS	10 757 939	10 100 685	9 497 664
NON-DISTRIBUTABLE RESERVES			
- Property, plant and equipment	555 303	530 079	529 476
- IFRS Adjustment Reserve	3 896 551	3 896 551	3 896 551
- Fair Value Fund	257 673	216 565	235 177
Total Non-Distributable Reserves	4 709 527	4 643 195	4 661 204
Unrestricted Use Funds			
- Endowment and contingency reserve	1 050 979	1 007 206	976 068
Total Reserves and Unrestricted Funds	5 760 506	5 650 401	5 637 272
Restricted Use Funds	1 455 905	1 307 622	1 135 061
- Other Educational and General	1 367 010	1 235 774	1 081 320
- Residences	88 895	71 847	53 741
Total Reserves and Unrestricted Funds	7 216 411	6 958 023	6 772 333
LIABILITIES			
Non-current liabilities	2 230 165	2 067 466	1 769 460
Interest-bearing borrowings	450 606	430 285	417 226
Post retirement healthcare benefit obligations	478 764	439 063	391 825
Deferred income tax liability	1	-	-
Government Grants	1 279 640	1 171 966	933 664
Deferred income	21 154	26 152	26 745
Current liabilities	1 311 363	1 075 196	955 871
Deferred income	4 207	4 537	6 173
Trade and Other Payables	1 297 343	1 064 322	940 764
Current portion of Interest-bearing borrowings	9 813	6 337	8 633
Current portion of lease incentive accrual	-	-	300
TOTAL FUNDS AND LIABILITIES	10 757 939	10 100 685	9 497 664

Consolidated Wits Group Statements of Cash Flow

The consolidated cash flows of the Wits Group remained sound, though net cash inflows from operating activities decreased in the year under review. Proceeds from the sale of investments yielded R2 319m (2014: R1 889m), which was R430m higher than the prior year. The repayment of interest bearing borrowings was almost constant at R45m (2014: R46m). The repayments relate to borrowings raised for the Wits Junction residence. Borrowing costs are expected to increase in the coming years, in line with the loan arrangements made for the funding of this asset. The contributions of cash flow activities are reflected in the figure below.

Amounts in rand thousands





Amounts in rand thousands

	2015	2014	2013
Cash flows from operating activities			
Cash generated from operations	(646 617)	(85 117)	(102 411)
Finance costs	(73 252)	(68 053)	(76 106)
Exchange gains/(losses)	18 500	7 383	2 113
Tax paid	(162)	(290)	(110)
Net cash outflow from operations	(701 531)	(146 077)	(176 514)
Unexpended grants and donations	150 520	150 350	134 750
Net cash (outflow)/inflow from operating activities	(551 011)	4 273	(41 764)
Cash flows from investing activities			
Purchase of property, plant and equipment	(250 478)	(337 493)	(481 947)
Purchase of intangible assets	(3 514)	(18 825)	(30 461)
Proceeds on disposal of property, plant and equipment	19	140	696
Purchase of available-for-sale investments	(2 708 663)	(2 105 643)	(2 407 287)
Proceeds on disposal of available-for-sale investments	2 318 576	1 888 818	2 453 577
Decrease/(Increase) in loans and receivables	4 283	300	(2 289)
Decrease/(Increase) in interest in associated entities	-	-	(2 506)
Interest received	150 862	108 478	91 247
Dividends received	19 869	14 566	27 188
Net cash used in investing activities	(469 046)	(449 659)	(351 782)
Cash flows from financing activities			
Increase in government grants	1 107 804	540 434	339 439
Proceeds from lease incentive accrual	-	(300)	(900)
(Decrease)/Increase in deferred income	(5 329)	(2 228)	10 621
Proceeds from interest-bearing borrowings	68 991	57 153	39 625
Repayment of interest-bearing borrowings	(45 194)	(46 391)	(14 931)
Net cash inflow from financing activities	1 126 272	548 668	373 854
Increase/(increase) in cash and cash equivalents	106 215	103 282	(19 692)
Cash and cash equivalents at beginning of year	685 998	582 716	602 408
Cash and cash equivalents at end of year	792 213	685 998	582 716

Cash and cash equivalents

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

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

Amounts in rand thousands

Cash and cash equivalents comprise the following	2015	2014	2013
Bank and cash balances			
University of the Witwatersrand, Johannesburg	41 439	67 941	65 121
University of the Witwatersrand Foundation	48 728	46 792	8 793
Wits Commercial Enterprises (Proprietary) Limited	34 858	29 487	34 330
Wits Health Consortium (Proprietary) Limited	666 317	540 405	469 896
Speer Management Services (Proprietary) Limited	-	-	1 112
The Witwatersrand University Flying Association	-	-	139
Origins Centre Association (Non Profit Company)	872	1 372	3 325
	792 213	685 998	582 716

Interests in Controlled Entities

The university has the following interests in controlled entities:

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

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

Risk Management

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

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

GOVERNANCE

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

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

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

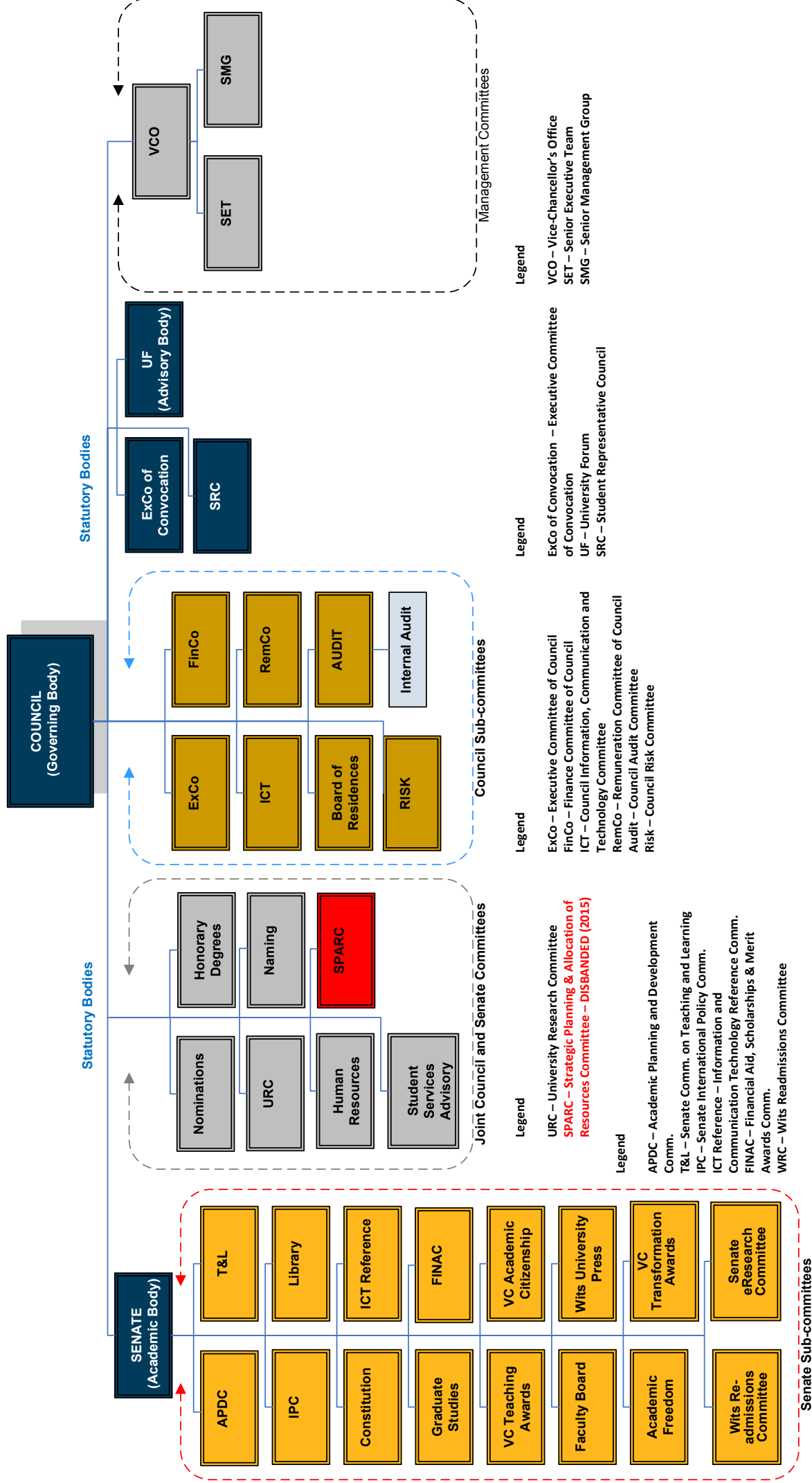
Other statutory bodies of the university are Convocation, the University Forum, and the Student Representative Council.

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

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

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

University Governance Structure



Composition of the University Council

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

Office-Bearers			
Category	Incumbent	Other positions / achievements	Term
Chairperson	Dr Randall Carolissen MBA (Stellenbosch), M.Com (Tax) (North West), PhD (UWC)	Group Executive: SARS	12 June 2015 - 31 May 2016
Deputy Chairperson	Dr Brian Bruce PrEng, BSc(Eng)(Cape Town), DEng(hc) (Stellenbosch), HonFSAICE	Retired CEO: Murray and Roberts	12 June 2015 - 13 June 2017
Secretary to the Council	Ms Carol Crosley University Registrar: BA (Witwatersrand) H Dip.Ed (Witwatersrand) Honours (Unisa) MEd (Wits)		Ex-officio
Members of Council			
Category	Incumbent	Other positions / achievements	Term
Vice-Chancellor and Principal	Professor Adam Habib BA (Natal), BA (Hons) (Wits), MA (Natal), MPhil (New York), PhD (New York)		Ex-officio
Vice-Principal	Professor Andrew Crouch BSc (Hons) (UWC), PhD (Concordia University)	Deputy Vice-Chancellor: Academic	Ex-officio
Appointed by the Vice-Chancellor	Professor Tawana Kupe BA (Hons), MA (Zimbabwe), DPhilos (Oslo)	Deputy Vice-Chancellor: Advancement, Human Resources and Transformation	Ex-officio

Appointed by the Minister of Higher Education and Training	Dr Randall Carolissen MBA (Stellenbosch), M.Com (Tax) (North West), PhD (UWC)	Group Executive: SARS	1 June 2012 - 31 May 2016
	Dr John Kani Hon PhD DLitt (Rhodes)	Executive Trustee: Market Theatre Foundation; Founder & Director: Market Theatre Laboratory; and Chairperson: National Arts Council of South Africa	1 October 2014 - 30 September 2018
	Mr Sipho Ngidi BAdmin (Zululand), BCom (Hons) (Natal)		1 October 2014 - 30 September 2018
	Vacant ¹		1 July 2015 – 30 June 2019
	Vacant ¹		1 May 2016 – 30 April 2020
	Professor Conrad Mueller BSc, BSc (Hons) (Wits), MSc (RAU), PhD (Wits)		1 August 2011 - 31 July 2015
	Dr Maurice Goodman MB BCh, MBA (Wits)		1 August 2014 - 31 July 2018
	Professor Sharon Fonn MBBCh, DOH, DEpi, FFCH(SA), PhD, MASSAf	Awarded a South African Ministry of Science and Technology's Distinguished Scientist Award for contributions to the quality of life of women (2005), Co-director of the Consortium for Advanced Research Training in Africa (CARTA).	1 November 2012 - 31 October 2017
	Professor Shireen Hassim BA Hons (Durban-Westville), MA (Natal), PhD (York)	Author of Women's Organizations and Democracy in South Africa: Contesting Authority (2006), which won the 2007 American Political Science Association's Victoria Shuck Award for best book on women and politics.	1 January 2012 – 31 December 2017
	Professor Mary Scholes BSc(Hons) PhD (Wits)	School of Animal, Plant and Environmental Sciences, University of the Witwatersrand	1 November 2012 - 31 October 2017
Elected by the Senate	Professor Cathi Albertyn BA LLB (UCT), M.Phil (Cambridge), Ph D (Cambridge)	School of Law University of the Witwatersrand	1 September 2012 – 31 August 2017

Elected by the Deans of the Faculties	Professor Helder Marques BSc(Hons) PhD (Wits) HDipEd MRSC CCHEM FRSSAfr	Dean: Faculty of Science, University of the Witwatersrand	1 January 2014 - 31 December 2015
Elected by the academic staff	Professor David Dickinson BA (Hons) (Sheffield), PG Dip.Ec. (Sussex), MPhil (Cambridge), PhD (Cambridge)	Professor: Dept of Sociology	1 June 2014 - 31 May 2018
Elected by the support services staff	Mrs Adele Underhay	Administrator University of the Witwatersrand	1 September 2013 - 31 August 2017
Appointed by the Premier of Gauteng	Mr Mduzuzi Mbada MM (Public and Development Management) (Wits)	Gauteng Provincial Government	1 January 2013 - 31 December 2017 <i>(Appointed in 2014)</i>
Appointed by the Greater Johannesburg Metropolitan Council	Councillor Ruby Mathang¹ BSc (Urban and Regional Planning) (Wits)	MMC for Development Planning and Urban Management	1 May 2012 – 30 April 2016
Elected by Donors	Dr Jonathan Broomberg MBBCh (Wits); MA (Oxon); MSc (London), PHD (London)	CEO: Discovery Health, Founding Director of Praxis Capital and Director of the Soul City Institute for Health Communications	1 September 2013 - 31 August 2017
	Dr Theunie Lategan DCom, CA (SA)	Chairman of RARE Holdings Limited, previously served as General Manager at Rand Merchant Bank, Chief Executive Officer of FNB Corporate Division and Senior Executive of the First Rand Group.	1 September 2013 - 31 August 2017
Appointed by the Council	Dr Brian Bruce PrEng, BSc(Eng)(Cape Town), DEng(hc) (Stellenbosch), HonFSAICE	Retired CEO: Murray and Roberts	1 June 2014 - 31 May 2018
	Mrs Elisabeth Bradley BSc (OFS) MSc (London) <i>(Term on Council expired during 2015)</i>		1 June 2015 - 31 May 2017
	Mr Isaac Shongwe		
	Professor Barney Pityana BA(Law), BProc, LLM (Unisa) Hons BD (London), CertTh (Oxford) PhD in Religious Studies (UCT), <i>DD FKC MASSAf</i>	Rector: College of the Transfiguration	1 June 2013 - 31 May 2017

	Ms Phindile Baleni BA LLB (Wits)	CEO: National Energy Regulator of South Africa, RERA Chairperson	1 June 2013 - 31 May 2017
	Mr Sipho Nkosi Com (Hons)(Econ) (UNISA), MBA (MASS), OAMLP (OXFORD)	CEO: Exxaro	1 September 2015 - 31 June 2017
	Mr Rob Hamer CA(SA) ACA(UK) (Re-appointed)	Head: Investment Banking Division, Rand Merchant Bank	1 June 2015 - 31 May 2019
	Dr Len Sizani Dip.Dent. Ther., BChD (Medunsa)	General Dental Private Practitioner	1 June 2012 - 31 May 2016
Elected by the SRC	Mr Mcebo Dlamini (Term on Council expired during 2015)	SRC President	1 November 2015 - 31 October 2016
	Ms S Kalla (Replaced Mr Dlamini; term on Council expired during 2015)	SRC President	
	Ms Nompandolo Mkathtswa	SRC President	
		SRC President	
Elected by the PGA	Mr Z Tayob	Student Postgraduate Association	1 June 2015 - 31 May 2016
Appointed by BUSA	Mr Cas Coovadia BCom (University College Natal)	MD: Banking Association of SA, Chairman of SABRIC and the Johannesburg Civic Theatre	1 July 2015 - 30 June 2017
Appointed by NEDLAC	Mr Alistair Smith ^{1,2} (Term on Council expired during 2015)	Executive Director: NEDLAC	

¹ Position on Council will become redundant in 2016 through natural attrition

² Council approved a change in composition on 19 June 2015 (Five Ministerial appointees instead of three)

³ Position on Council will become redundant in 2016 through natural attrition

Excellence in Governance, Management and Support Services

Quality Assurance

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

In 2015, Wits submitted the Postgraduate Diploma in Specialised Accountancy and the Master of Nuclear Technology Leadership programmes to the Department of Higher Education and Training for Programme and Qualification Mix (PQM) approval. These programmes were subsequently submitted to the Higher Education Quality Committee (HEQC) of the Council for Higher Education (CHE) for accreditation.

A quality-review system in the academic portfolio of the University, called the Quinquennial Reviews (QQR), has been running for more than ten years now. The aim of the Quinquennial Reviews is to feed into the planning cycles of the schools within our faculties, and to aid intellectual renewal in the schools. The intention is to identify the risks and address them. The process sets objectives for the next review period. Therefore, in 2015 four schools were reviewed using the Improving Quality and QQR principles. The schools that had undergone the review during this period are; School of Computational and Applied Mathematics; School of Education; Wits School of the Arts and Wits Business School. The University monitors its performance against its strategic goals, and manages risk and general academic performance through these peer-driven reviews.

In the University's commitment to working toward the goal of creating an equal, accessible and welcoming environment for all students, it has put in place and developed business processes, infrastructure and a service ethic to support this. Within Academic Administration, the University has a "complaints" and "compliments" service hotline. A number of student service departments such as the Student Enrolment Centre (SENC), the Financial Aid and Scholarships Office and the Fees Office have devices set up which allows for walk-in suggestions. These reports are monitored on a weekly basis.

Transformation Imperatives

Whilst transformation should be on the agenda of every staff member and student, the governance and implementation at the University has been managed under the auspices of various Committee structures, including the Transformation Steering Committee (TSC) led by the Vice-Chancellor, and Sub-committees of the University Forum.

Strategic Plan: Wits University has developed a Strategic Plan to accelerate Transformation and ensure an inclusive and competitive institution. Following engagements with a range of stakeholders across the University in April and May 2015, the Vice-Chancellor's Statement on Transformation was developed and circulated. After taking into account responses to the Vice Chancellor's Statement, an Executive Statement and Strategic Plan was developed and approved by both Senate and Council. The Executive Statement and Strategic Plan identifies eight key areas that Wits needs to address. It also identifies an executive who will be responsible for driving each area in the coming months:

- Diversifying the Academy – Professor Tawana Kupe
- Curriculum Reform – Professor Andrew Crouch
- Student Admissions – Professor Andrew Crouch, in conjunction with the relevant Executive Dean
- Promoting a Diverse and Cosmopolitan Residence Life Experience – Dr Puleng Leka-bula
- Institutional Culture – Professor Tawana Kupe
- Institutional Naming – Professor Tawana Kupe
- Language Policy – Professor Andrew Crouch
- Insourcing of all Outsourced Activities – Professor Adam Habib

To accelerate transformation the University has dedicated R45 million to the Diversifying the Academy Programme of which R35 million was allocated to attract new South African African and Coloured scholars and R10 million was set aside as enabling grants for scholars in the same demographic group who are already part of the Wits academy. These grants will enable these colleagues to work towards achieving the required criteria for promotion to the Associate Professor and full Professor ranks.

Transformation Governance: Two committees have been formed to ensure accelerated implementation, policy development and oversight. The first is the Transformation Implementation Committee which meets on a monthly basis and is chaired by the Vice-Chancellor and Principal, Professor Adam Habib. It includes the five Executive Deans, three Deputy Vice-Chancellors, the Head of the Transformation Office and two academic staff members. This Committee oversees the appointment of African and Coloured South African staff. It also disburses grants to existing African and Coloured staff to support the creation of an enabling environment for their achievement of the criteria that are required for promotion to the professoriate. The Committee also assumes responsibility for the Vice-Chancellor's Equity Fund that is targeted at the appointment of staff from all designated groups. It has oversight over the implementation of all eight programmes identified in the Executive Statement and Strategic Plan.

The second Committee is an expanded Transformation Steering Committee to be chaired by Professor Tawana Kupe, the Deputy Vice-Chancellor: Advancement, HR and Transformation. This Committee reviews and advises on Transformation policies and has general oversight of Transformation matters at the University. It has representation from all key University constituencies.

Sexual Orientation and Gender Identity Advocacy programmes (SOGI): Safe Zones@Wits is a programme which was piloted at Wits in 2011. It is based on the premise that people who are allies change heterosexist and cissexist spaces such as those found in higher education for the better by

providing solidarity and support to those affected by prejudice on the basis of sexual orientation and gender identity. It comprises of training such allies in understanding and giving very basic counselling support to LGBTIAQ+ persons at Wits and beyond (Lesbian, Gay, Bisexual, Transgender, Intersex, Asexual, Queer and other sexual orientations and gender identities). It also comprises advocacy such as public lectures and seminars. At the time of this report, Wits University had trained 107 allies to date. Varsity Pride is in its seventh year and explores new grounds beyond Wits borders, in partnership with University of Johannesburg LGBTIAQ+ student society UJ Liberati and trans* support group Ctrl Alt Gender. The Varsity Pride project was initiated in 2008 by student society Activate Wits and has received institutional support from Wits from 2010 onward. The project was formed as a means to raise awareness of and show solidarity with members of the Wits community and beyond who identify as LGBTIAQ+ (Lesbian, Gay, Bisexual, Transgender, Intersex, Asexual, Queer and other sexual orientations and gender identities). It is housed in the Wits Transformation and Employment Equity Office under the Sexual Orientation and Gender Identity Advocacy programmes. The project has grown from an annual march and social event to a two week that has historically included sporting matches, art exhibitions, drama interventions, public dialogues, workshops, information tents and other items. The core aim of the project remains central to the context: to educate and maintain an inclusive campus that celebrates people who identify as gender variant or beyond heterosexual orientations.

Photographic Competition: This initiative begun in 2008 as an institutional culture programme funded by Carnegie, and has since been an annual event on the university calendar. The competition recognises that transformation can be difficult to speak about and calls on students to ‘voice’ their views using photography to show what they feel is relevant in conversations about transformation – factoring in both the positive and negative aspects. These images are judged by an external panel and the results announced at the opening of an exhibition. In 2015 nearly fifty, students entered the competition. The theme called upon entrants to examine their own reflections on transformation in intersections with class, race, gender, sexual orientation, culture, etc. In partnership with Black Like Me, winners were given hair care hampers and cash prizes. Their work was on display at John Moffat Foyer.



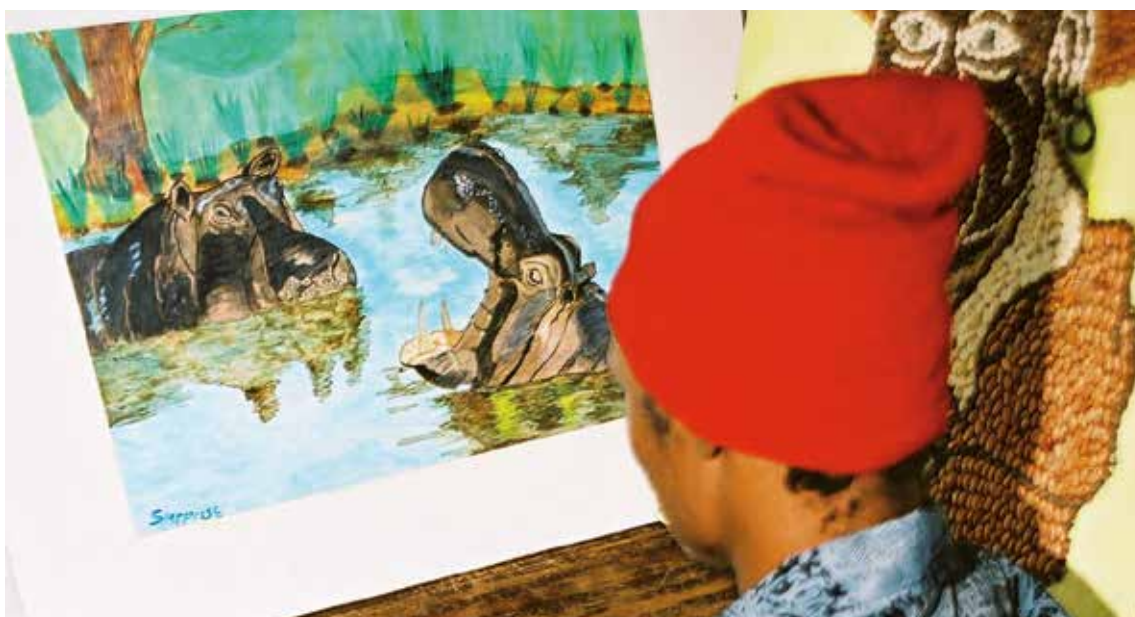
Wits Transformation Plan and Charter: The process of developing the University’s fourth Employment Equity plan (2015 – 2019) was finalised in 2014 with all Faculties and administrative divisions submitting their respective EE plans to the T&EE Office for consolidation into the University’s EE plan. The draft EE plan was duly presented to the appropriate structures of the University for consultation and adoption. The University’s EE plan was approved by Council in April 2015.

The Wits Employment Equity policy was reviewed in 2014 in line with best practice and the amended provisions of the Employment Equity Act. A number of consultative meetings were held across the various campuses and the draft policy was taken through the appropriate structures for deliberations and adoption. The revised Wits Employment Equity policy was approved by Council in April 2015.

Social Justice Policies and Programmes: The Anti-Discrimination policy was approved by Council on the 17th April 2015. Following the approval of this policy, as part of the implementation plan the following interventions were undertaken:

- The transformation champion's workshop was held in May 2015.
- The policy awareness sessions in September with the faculty HR managers to initiate a process of supporting the faculties on institutional culture and to identify causes of conflict among others.
- The residence inquiry in September and October in partnership with the Gender Equity Office and the Institutional Culture Committee.
- Identified a service provider namely Conflict Dynamics to train the Wits Mediators.
- The roundtable themes for 2015 were, namely: inspiring a next generation of activists, cyber violence in online spaces, employment equity and transgender day of remembrance awareness.
- The Disability Policy was approved by Council in 2013.
- The draft Ant-discrimination policy was at its advanced stages of consultation by 2015

People with Disability: The University is committed to the promotion of equal opportunity for all persons and strongly supports the rights of people with disabilities to be involved in higher education both as employees and students. The University will foster and encourage amongst its staff and students positive and unprejudiced attitudes towards people with disabilities and shall make provisions, in so far as resources reasonably permit, for any service needed by and for people with disabilities. The Disability Unit (DU) falls within the Registrar's Division and provide various levels of specialized support for students and staff with a disability at the University. DU endeavours to make the learning and working environment a rich and rewarding one and continually strives to ensure that all persons with disabilities have equal access in order to participate freely and actively in all facets of university life. DU supports all types of disabilities including: visual, physical, hearing, speech, psychological, learning (e.g. dyslexia), Attention Deficit/Hyperactivity Disorder (ADHD), chronic illnesses, and temporary disabilities.



Total Number and % of Full-Time Permanent Academic Employee Staff Headcounts															
			2010	2011			2012			2013			2014		2015
Gender	Female		437	47.92%	471	48.21%	483	48.16%	492	48.33%	493	47.45%	519	47.83%	
	Male		475	52.08%	506	51.79%	520	51.84%	526	51.67%	546	52.55%	566	52.17%	
Total			912	100.00%	977	100.00%	1003	100.00%	1018	100.00%	1039	100.00%	1085	100.00%	
Race	African		174	19.08%	213	21.80%	231	23.03%	253	24.85%	258	24.83%	287	26.45%	
	Chinese		3	0.33%	3	0.31%	2	0.20%	5	0.49%	5	0.48%	8	0.74%	
	Coloured		26	2.85%	31	3.17%	31	3.09%	34	3.34%	40	3.85%	45	4.15%	
	Indian		80	8.77%	89	9.11%	97	9.67%	102	10.02%	111	10.68%	116	10.69%	
	White		629	68.97%	641	65.61%	642	64.01%	624	61.30%	625	60.15%	629	57.97%	
Total			912	100.00%	977	100.00%	1003	100.00%	1018	100.00%	1039	100.00%	1085	100.00%	
Nationality	International		228	25.00%	264	27.02%	278	27.72%	292	28.68%	291	28.01%	297	27.37%	
	South African		684	75.00%	713	72.98%	725	72.28%	726	71.32%	748	71.99%	788	72.63%	
Total			912	100.00%	977	100.00%	1003	100.00%	1018	100.00%	1039	100.00%	1085	100.00%	

Rank	Professor	131	14.36%	139	14.23%	142	14.16%	145	14.24%	155	14.92%	162	14.93%
	Associate Professor	177	19.41%	189	19.34%	198	19.74%	210	20.63%	216	20.79%	216	19.91%
	Senior Lecturer	241	26.43%	266	27.23%	277	27.62%	266	26.13%	268	25.79%	270	24.88%
	Lecturer	339	37.17%	359	36.75%	361	35.99%	372	36.54%	375	36.09%	397	36.59%
	Associate Lecturer	22	2.41%	21	2.15%	22	2.19%	22	2.16%	20	1.92%	34	3.13%
	Other	2	0.22%	3	0.31%	3	0.30%	3	0.29%	5	0.48%	6	0.55%
	Total	912	100.00%	977	100.00%	1003	100.00%	1018	100.00%	1039	100.00%	1085	100.00%
Faculty	Commerce, Law & Management	158	17.32%	169	17.30%	175	17.45%	172	16.90%	170	16.36%	179	16.50%
	Engineering and the Built Environment	116	12.72%	124	12.69%	137	13.66%	143	14.05%	147	14.15%	152	14.01%
	Health Sciences	124	13.60%	129	13.20%	135	13.46%	145	14.24%	151	14.53%	154	14.19%
	Humanities	318	34.87%	329	33.67%	335	33.40%	330	32.42%	340	32.72%	332	30.60%
	Science	186	20.39%	215	22.01%	209	20.84%	210	20.63%	211	20.31%	241	22.21%
	Other Divisions	10	1.10%	11	1.13%	12	1.20%	18	1.77%	20	1.92%	27	2.49%
	Total	912	100.00%	977	100.00%	1003	100.00%	1018	100.00%	1039	100.00%	1085	100.00%

Summary table of Social Justice Policies

Name of Policy	Status	Consultation	Progress	Way Forward
HIV&AIDS	Review process is complete	Yes: Extensive (workshops, online)	Tabled to HRC, UF, Senate and approved by Council	Approved Advocacy and training
Anti-Discrimination	Review process is complete	Yes: Extensive (review, public workshops, online)	Tabled to JWG, HRC, UF and Senate	Approved in April 2015
Employment Equity	Review process is complete	Yes: Extensive (review, public workshops, online)	Tabled to JWG, HRC, UF and Senate	Approved in April 2015
Language	Under review	In progress	Tabled to VCO, Academic Committee, TSC	TSC, Public consultation, online, JWG, UF, Senate and Council. Expected approval end 2015

Wits Employment Equity Plan: The University has complied with its statutory obligation of submitting an Employment Equity Report to the Department of Labour via online facility in December 2015. The performance of the University in relation to Employment Equity Plan in 2015 was as follows:

Demographic Profile of all staff

Population	2010	2015	2015 Target
African	38%	39%	40%
Coloured	5%	7%	7%
Indian	10%	11%	9%
White	35%	30%	32%
International	12%	13%	12%
Total	100%	100%	100%

Academic staff demographic profile

Population	2010	2015	2015 Target
African	10%	12%	14%
Coloured	3%	4%	4%
Indian	9%	9%	8%
White	55%	50%	49%
International	24%	26%	24%
Total	100%	100%	100%

Occupational Health and Safety

The university continued to support institution wide compliance with Occupational Health and Safety regulations.

During 2015 the University's OHS&E Directorate was fully engaged in carrying out a broad range of OHS&E activities / services in accordance with the provisions of the Occupational Health and Safety Act (OHS Act) as well as the Compensation for Occupational Illnesses and Diseases Act (COLD Act). Hereunder is a summary of the University's Occupational Health, Safety and Environmental (OHS&E) performance status as at 31 December 2015:

- **Risk Assessments:** 82 Risk assessments were conducted, during which risks were identified and recommendations provided to University entities to address OHS&E deficiencies.
- **OHS&E Training:** 414 employees attended 40 training courses during 2015. This training was for University employees that were formally appointed to fulfil various OHS&E roles as well as for employees from contractors and service providers.
- **Contractors / Service Providers OHS&E Legal Compliance:** 43 Contractor OHS&E files were assessed and advice was provided to ensure OHS&E legal compliance.
- **OHS&E Inspections and Risk Assessments:** 200 OHS&E inspections were conducted thereby identifying and communicating numerous OHS&E aspects requiring attention.
- **OHS&E Committees:** OHS&E staff attended 388 OHS&E committee meetings during 2015.
- **OHS&E Communications:** The OHS&E Directorate published 4 OHS&E newsletters with numerous • OHS&E related articles to enhance OHS&E communication within the Wits community. The OHS&E Directorate also implemented an OHS&E Suggestion Scheme and developed an OHS&E awareness pamphlet for visitors.
- **Incident Investigations:** OHS&E staff conducted 17 Incident investigations.
- **Emergency Response:** 99% of the University's buildings had an emergency evacuation exercise in 2015. Relevant feedback was provided to relevant entities subsequent to each evacuation exercise.
- **University event applications:** 30 event applications were assessed (via the Disaster Management Committee) during which emergency management advice was provided to ensure that University events / functions took place in a safe manner without accidents and incidents.

- **OHS&E statistical comparison to previous year:**

During 2015 there was a positive outcome regarding the following OHS&E performance criteria:

OHS&E INCIDENTS	2014	2015
Employee injuries	15	8
Contractor injury	2	1
Contractor illnesses	3	0
Environmental incidents	3	0
COID / IOD claims submitted to the Compensation Commissioner	14	12
Risk assessments conducted	6	82
OHS&E inspections	65	200
OHS&E meetings	127	388

The above factors contributed towards an improved University-wide OHS&E performance in comparison to the previous year.

Risk Management

The University's primary objective for risk management in 2015 was to further embed its risk governance arrangements into faculties, schools and support services. This was achieved by the University in several ways. The Council of the University of the Witwatersrand has established the Council Risk Committee (CRC), to assist the Council with its risk governance responsibilities. The CRC is assisted by the Risk Management Committee (RMC), constituted by the Vice Chancellor's Office, which is a Management Committee.

The RMC, comprising of senior staff members with external support members, continued to fulfill its remit of monitoring the University's risk management strategy and processes. Management's monitoring of insurable risks, designated to the Insurable Risks Committee (IRC), was sustained through bi-annual committee meetings. Communication between the CRC, RMC, the IRC and the Internal Audit Committee was maintained through an exchange of minutes, committee representation and report distribution.

The Senior Executive Team (SET) reviews and updates the institutional risks with the highest levels of exposure every six months. These risks are managed and monitored throughout the year and feedback provided to the Risk Management Committee and the Council Risk Committee.

Fee Increases and student protests

The tuition fee increases for 2016 sparked a wave of student protests throughout the country and led to an announcement by the Minister of Education that fees will not increase for 2016. This campaign has highlighted the need for a new funding model for the higher education sector. It has also prompted the university's various risk structures to review whether its risk management interventions were adequate under conditions of extreme duress and for this reason funding pressure is identified as the highest risk in the SET Risk Dashboard (page 62/63).

General Risk assessments

The University continued its process of performing school risk assessments within the ambit of Quinquennial reviews. Risk assessments for schools are updated annually. The risk registers provide

details about key risks, controls, possible impact, likelihood of occurrence and further risk mitigation. The Schools assume responsibility for the risk registers and are accountable to their respective Faculty Executive Committees for the monitoring of these risks.

Faculty risk dashboards are prepared by the Deans in conjunction with the Heads of Schools and these are presented by the Deans at the Risk Management Committee on a yearly basis.

Other risk management initiatives performed under the direction of the Risk Management Committee in 2015 amongst others, included risk assessments of all support services, as well as institutes and centres. The University's risk management structures and processes remained an accepted and entrenched part of Council governance and management responsibilities in 2015.



SET Risk Dashboard

	Risk	Current Risk Temperature			Trend	Control Effectiveness		Assurance Provided			Action Progress				
		Cold	Warm	Boiling		Weak	Good	1st	2nd	3rd	0%	25%	50%	75%	100%
1	Funding Pressures: Long-term financial sustainability; Possible capping of student fees by Government; Student debt; Changing subsidy arrangements; Quantum of third-stream income and donor funding; Escalating imported inflation and its impact on research, infrastructure, library holdings etc.; Student financing and funding; Shortfall in funds for the IT strategy and funding for Maintenance. Cost of insourcing service providers is unknown.				↑			Y	Y	Y					
2	Potential instability caused by the insourcing of service providers: Potential organizational instability; Impact on current service providers and their employees; Timing risk as contracts with current support services are renewable at different times; Uncertainty about the costs associated with the insourcing of services.				↑			Y	Y	Y					
3	Operating instability caused by deteriorating infrastructure: 3.1 ICT strategy funding constraints. Current IT disjuncture with what the University needs. Challenges with bandwidth, speed and wireless, internal controls, data integrity and disaster recovery planning. SIMS project management risks. 3.2 Deteriorating condition of existing buildings and facilities; maintenance backlog, maintenance funding constraints, results of the DoHET review, inadequate space. Uncertainties of the Braamfontein redevelopment. Shortage of student accommodation.				↑			P	Y	P					
4	Transformation challenges and changes to the institutional culture: Evolution of the Institution's cosmopolitan character, i.e. race, class, gender, international. Competition from Government and Higher Education institutions for talented black staff. Challenges to attract and retain staff (especially academics). Challenges to staff commitment, social inclusion, lack of work ethic. Staff resources stretched, high teaching loads. Volatile political climate and confrontations between students and university. Student leadership issues. Student unrest.				↕			Y	Y	N					
5	Teaching & Learning challenges: Evolving nature of the teaching platform. Use of Government facilities. Challenges to the enrolment and throughput of Post-Graduate degrees (number and time to complete). Risk of insufficient Post-Grad output. Insufficient quality of incoming under-graduate students. Perception of employers of our graduates. Retaining the perception of our degrees. Risks to the quality of our T&L programs. Curriculum transformation.				↕			Y	Y	Y					

SET Risk Dashboard

16

	Risk	Current Risk Temperature			Trend	Control Effectiveness			Assurance Provided			Action Progress				
		Cold	Warm	Boiling		Weak		Good	1st	2nd	3rd	0%	25%	50%	75%	100%
6	Research performance risk: Potential variance in research productivity, i.e. output by staff and students. Changing research culture globally and its threats and opportunities for cutting-edge knowledge production. Risk that the university shifts its focus away from Research goals.															
7	Regulatory challenges: Challenging interactions with Government, Province, and the City. Need to sustain the quality of our training platform per regulatory requirements (Faculty of Health Sciences). Uncertainty about government's higher education policy and regulatory environment; regulatory policy for student tuition fee increases and enrolments; perceived encroaching of government policies on autonomy of Universities. Work permit requirements and challenges.															
8	Reputation risk: Damage to the university's reputation caused by internal or external factors. Risks to international, continental and national distinctiveness.															
9	Safety and Security risk: Potential harm to staff, students and third parties from safety, health and crime-related hazards. Exposure to the city's crime and crime. Safety risks associated with the University's activities, equipment, machinery, substances or hazardous processes. Safety and crime prevention at residences. Potential non-compliance with the Occupational Health & Safety Act.															
10	Risk of Support Services performance failure: Support Services and Faculties often work in silo's and are not aligned. The interrelatedness of their responsibilities is not always considered. Potential failure of support from Support Services (especially PIMD, CNS, FASO, FEES, Library); poor service delivery culture; risk of breakdown in management controls; risk of non-compliances where under-resourced.															

Legend	
Risk	Describe the risk name and the associated root causes or issues.
Current risk temperature	What is the current risk temperature: Cold, Luke Warm, Warm, Hot or Boiling
Trend	Has the risk exposure increased, decreased or stayed the same. How does it compare with the risk temperature from the previous assessment.
Control effectiveness	How effective are the current controls: red = poor, amber=fair, green = very good
Independent assurance Three lines of defense.	1st line of defense: Management Assurance, Risk Owners (Line Managers & Employees). 2nd line of defence: Functional Assurance. 3rd line of defence: Independent Assurance - Specialist Audits, Internal Audit, External Audit, Regulatory bodies.
Action progress	Have the action plans been completed. red = not yet commenced, amber = in progress, green = complete / nearly complete
Owner	Who is the risk owner, responsible for monitoring and reporting on the risk?

Y - Yes, N - No or
P - Partial

Infrastructure and Sustainability



The Wits physical plant and infrastructure have been developed over a period of 90 years.

1000
HECTARES OF LAND



The Wits group encompasses about 1000 hectares of land at various locations in Gauteng, Limpopo and Mpumalanga provinces.

There are 245 buildings with an assignable space of about 750 000 square meters. An additional 400 000 square meters are dedicated to e.g. circulation space.

245
BUILDINGS



750 000
SQUARE METERS



400 000
SQUARE METERS

The current infrastructure serves us reasonably well. However, with changing areas of research, ageing laboratories, the university's commitment to new learning methodologies, an increasing demand for student accommodation and a larger complement of postgraduate students, we have to be more agile and creative to fulfil all the needs. Upgrades and developments observed in 2015 include the following: Systems Engineering. Project funding for this work had been secured from Transnet in the total amount of R 3 513 439, and it is planned that this work will be completed towards the end of March 2016.



Origins Centre Rock Art Gallery: Construction commenced in relation to the extension of the Origins Centre, in order to provide for a dedicated Rock Art Gallery. On completion this would enable the relocation of the Rock Art Collection, which is currently being stored in the Rembrandt Gallery on Braamfontein Campus West. The WITS Foundation provided funding in the amount of R 15 000 000 for this project. It is planned that this project will be completed in August 2016, which in turn will then release the Rembrandt Gallery building for conversion into a much needed post graduate student hub within the Commerce, Law and Management precinct.



WITS Arts Museum Acoustic Ceiling Installation: An acoustic ceiling had been installed in the WAM foyer space, located on the corner of Bertha and Jorissen Streets, Braamfontein. Funding to the value of R 1 628 972 had been secured from the National Lottery to undertake this work.



Genmin Laboratory first floor – Transnet Centre of Systems Engineering: Construction commenced on the refurbishment of a portion of the first floor of the Genmin Laboratory Building, located on Braamfontein Campus West in order to provide office and teaching space for staff and post graduate students of the WITS Transnet Centre of

Systems Engineering. Project funding for this work had been secured from Transnet in the total amount of R 3 513 439, and it is planned that this work will be completed towards the end of March 2016.



Campus Lodge Refurbishment: Campus Housing and Residence Life Cluster provided project funding in the amount of R 4 000 000 towards the refurbishment of Campus Lodge student residence into a residence suitable for married and post graduate students. Construction commenced in late October 2015 with a planned completion date towards the end of March 2016.



John Moffat – SoAP Post Graduate Hub: The lower ground floor of the John Moffat building on Braamfontein Campus East, had been converted into a post graduate student hub for the School of Architecture and Planning at a cost of R 4 000 000, of which R 2 500 000 was provided by the Department of Higher Education and Training (DHET) from its Infrastructure and Efficiency Funding Program.



Faculty of Health Science Library – Foyer redevelopment: The Faculty of Health Sciences Library foyer area had been redevelopment and refurbished in order to provide additional student work and study spaces, including a new circulation desk which are now compliant with universal design requirements at a cost of R 1 970 999.



Parktown Education Campus – St Andrews Road: New Gateway: After an extensive planning and funding delay, the new gateway to the Parktown Education Campus had been completed at a cost of R 16 650 000, which included an upgrade to the St Andrews and Queens Streets intersection in order to provide for safe access and egress to and from the campus. Universal access requirements to Marang, Lesideng and Bohlaleng buildings, new student pause and recreation areas as well as bicycle racks had been provided for within this upgrade.



Tshimologong Phase 1 and IBM Research Laboratory at Tshimologong: At a combined cost of R 38 526 373 construction had commenced on the development of the Tshimologong Precinct along Juta Street in Braamfontein, located between Henri and Station Streets. On completion, planned for the end of March 2016 the prestigious IBM Research Laboratory will be accommodated within this off campus digital precinct. This project is an integral component of the much anticipated Braamfontein Revitalisation Project.



Rahima Moosa Mother and Child Hospital – Academic wing extension: The academic wing at this hospital is being extended at a cost of R 14 000 000, of which R 13 000 000 had been secured from project partners i.e. DHET Clinical Skills Grant, ELMA Philanthropies, SA Muslim Charitable Trust, largely due to the leadership and dedication of the project owner, Prof. Ashraf Coovadia. Construction is in progress and completion is planned for May 2016.



WITS Rural Facility Bushcamp Student Accommodation:

The University from its own resources and retained earnings, had invested in the redevelopment of the dilapidated and no longer fit for use student accommodation facilities at WITS Rural Facility | Bush Camp at a cost of R 4 252 000.



WITS Disability Rights Unit: The WITS Disability Rights Units offices had been relocated to Senate House East Wing, first floor into state of the art facilities that fully complies with universal design requirements. Differently abled WITS community members will on completion of the project towards the end of March 2016, enjoy the benefits of new and expanded facilities in a coherent and integrated space, instead of being compromised by having to navigate between two sets of offices located on either side of a heavily used passageway linked Senate House and Central Block. Project funding had been secured from the Department of Higher Education and Training (DHET) and the Ginger (Hilda) Spiegel Trust in the combined value of R 4 500 000.



Where to from here?

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

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

Performance Scorecard

Nov 2015

Wits Key Performance Drivers 2015										
Strategic Goals		Hard/ Soft	Source	Wgt	Units	2015				Comment
1	Teaching Effectiveness & Enrolment			30%		Base	Target	Stretch	Exec Self Assessment	Weighted Scores
1	Undergraduate Enrolment - 1st years		Registrar			5626	6226	6076	7	25.8 New to Wits - 5705 - Total 1st Years - 7253
2	Undergraduate Graduations		DVC Academic			3952	4070	4200	10	
3	Post Graduate Enrolment- Honours, Masters and PhD + PG Diplomas at NQF level 8		DVC Research & Postgraduate Affairs			9453	10000	10514	10	11600. This number includes Hons, Masters & PhD's & PGDip as PGDips (NQF8)
4	Post Graduate graduations- Honours. Masters and PhD		DVC Research & Postgraduate Affairs			2650	2720	2920	10	
5	Number of post doctoral fellows		DVC Research & Postgraduate Affairs			186	210	235	8	202 based on the Postdoc Muster report Sep 2015
6	Science, Engineering and Technology profile		DVC Academic			48.8%	49.3%	49.5%	7	48.90%
2	Research Output & Research Profile			20%					9.6	19.2
1	Accredited Research Output		DVC Research & Postgraduate Affairs			1300	1380	1450	10	1513 units submitted to DHET on 15 May 2015
2	% of International to National Publications		DVC Research & Postgraduate Affairs			82	85	89	9	85.4% based on 15 May 2015 submission to DHET
3	Number of academic staff publishing		DVC Research & Postgraduate Affairs			515	525	535	10	651 based on a notional staff head count of 1 100 and the DHET submission of Research outputs in May 2015

3		Technology and Infrastructure			10%						7	7	
	1	Implementation of ICT plan - Rollout of Network			DVC KIMIO			Q	Q	Q	7		The second round tender submissions have been evaluated. The tender Committee will make the award on 16/11 and a joint Council Exco. Finco/ ICT committee meeting sits on 18 November to consider. Negotiation team then to do its work to conclude a deal.
	2	Implementation of ICT plan - Finances			DVC KIMIO			Q	Q	Q	8		Some scenarios have been modelled for the financing of the network. To be presented to the joint committee meeting.
	3	Energy Management - saving on electricity usage			DVC KIMIO			1.0	0.0	1.0	6		Verify charges and the actual usage of electricity in kWh. To be provided with final scorecard
4		Finance (Stability)				15%					9.3	13.95	
1	1	Financial Stability (Operating Surplus/Loss) - see note			CFO			-20	-10	0	8		Projected R35m deficit. R15m to be funded from services for NSFAS. R20m to be found in expenditure savings
	2	Progress on Frankenwald			Director - Braamfontein Revitalisation Project			Q	Q	Q	10		Report with milestones reached to be provided for Final Scorecard - NO CHANGE
1	3	Fundraising projects - new money raised			DVC Advancement, HR & Transformation			50	63	70	10		68.5m
5		Culture & Intellectual Capital				10%					8.4	8.4	
1	1	Number of rated researchers			DVC Research & Postgraduate Affairs			298	320	330	10		331 - NRF Nov 2014 + joint appointments
1	2	Staff Profile - % RSA Black African Academic Staff as a proportion of all staff			DVC Advancement, HR & Transformation			11%	12%	13%	10		13% This is a moving target and is influenced by the number of White recruitment and promotions and hence the current picture. The actual numbers of both groups have increased, however the representation according to % has decreased for Coloureds.
	3	Staff Profile - % RSA Coloured Academic Staff as a proportion of all staff			DVC Advancement, HR & Transformation			4%	5%	6%	5		3%

1	4	Transformation of student life effectiveness: Implement Residence Diversity Plan and revitalisation of sport		Dean of Students														Residence Diversity Task team report presented at the SET breakaway in August and submitted on 30th September 2015. Proposed plan regarding piloting a First Year residence orientation programme satisfaction survey concluded and over target with an average satisfaction level of 90%. Revitalisation of Sports strategy passed by SET and on track.
1	5	Number of Staff with doctoral qualifications		DVC Academic					768		790	810		9				805
6		Brand, Community Engagement & Alumni			5%									7.5	3.75			
	1	Marketing		DVC Advancement, HR & Transformation					Q		Q	Q		7				Will produce 5 vignettes "THIS IS WITS" in this year. The balance of 45 will be produced in 2016
	2	Implement Africa Strategy - Programs, students and staff		DVC Research & Postgraduate Affairs										8				Took lead in preparing a proposal for both Humanities and Science projects; Wits has been central in driving this major initiative
7		Operational Efficiency & Effectiveness		Registrar	10%									6.5	6.5			
	1	Quantitative measurement of improvement in positive responses from students, parents & staff email, call centre & other feedback forums		Registrar					2.50%	5%	7%			8				Service hotline via ASKWITS (November snapshot) - 714 tags logged, numerous general enquiries, but approx 70% compliments. Walk-in devices produced 61 queries - 43 compliments, 6 suggestions, 12 complaints
	2	Conclude & implement SLA's between Finance and Faculty		CFO					Q	Q	Q	Q		5				Draft SLA's in progress. Approx 50% of the way. Each manager has developed their own service levels, but not all teams have discussed with faculties. Procurement in discussion with the faculties. Measures are part of the SLA. Planned to finish by August, but other initiatives are deterring us.
		Total Weight & Score													84.6			
		100%																

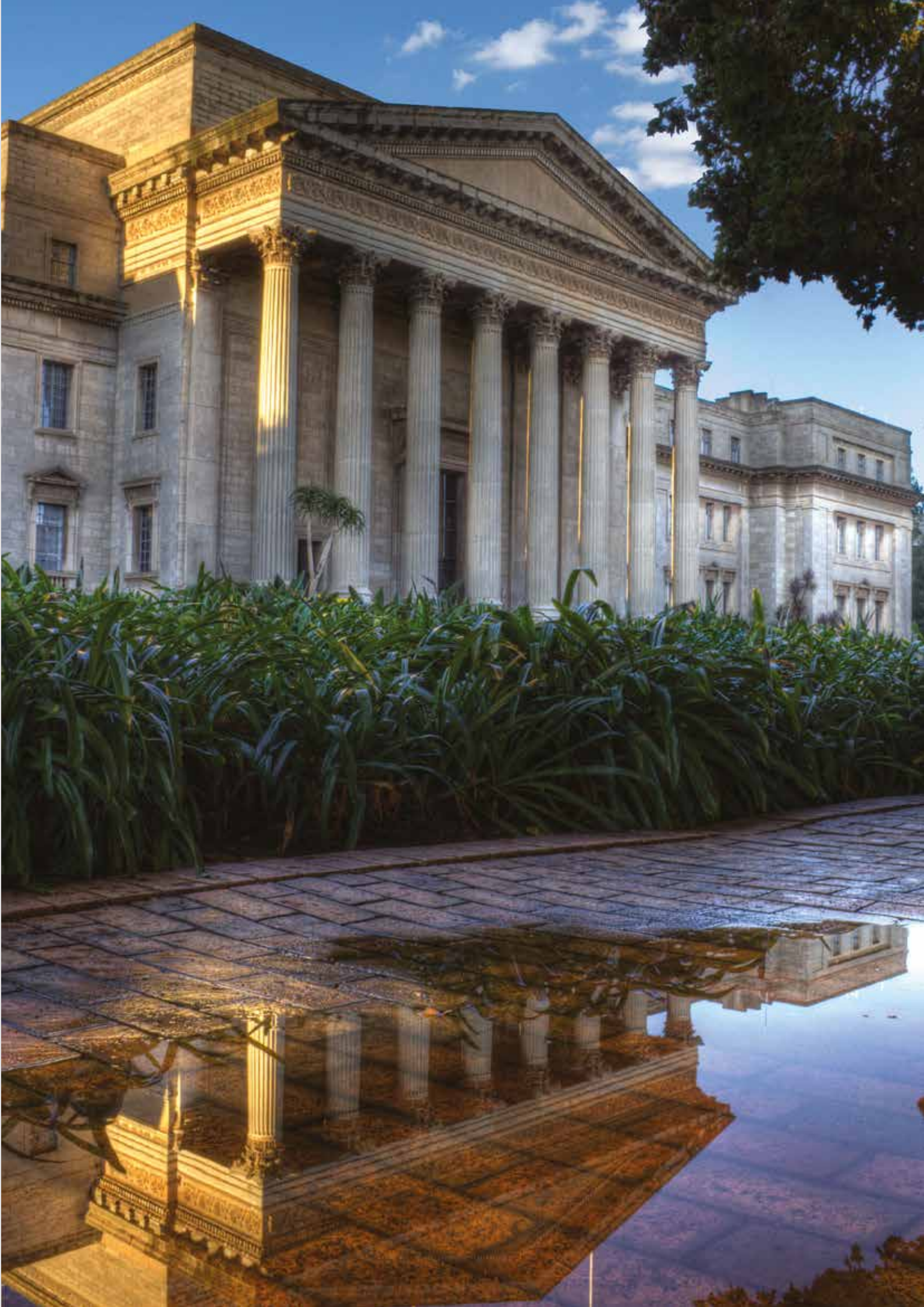
1.2	Targets set at 3658 including degree and diploma
1.4	This number is based on throughput of 84% for Hons, 13% for PhD and 20.2% for Master and NO Pg diplomas.
2.3	This number is subject to attrition and budget constraints
3.3	This figure remains as per 2014 due to expansion of buildings or increase of buildings
5.2	<p>The total number of permanent South African academic staff as on 2 October 2014 was 765. Of these academic staff 117 were African South African, and 40 Coloured \South African.</p> <p>Permanent means those staff members on main payroll with a 50% plus appointment with the University. Indian academic staff were excluded from the calculations.</p> <p>117 African South Africans = 15% and 40 Coloured South Africans = 5%; these are taken as base percentages for purposes of the score card.</p> <p>Going forward, proposed targets = 130 (or 17% of 765) as target for African South African and 145 (or 19% of 765) stretch. For Coloured South Africans, the target calculates to 46 (or 6% of 765) and stretch = 52 (or 7% of 765).</p>
5.5	This number includes academic staff on developmental paths.
6.2	Increase Africa footprint in partnerships and collaborations. (Target of 21) Implementation of Research Alliance.
7.1/2	Conclude and implement SLA's with 2 sets of obligations for central & faculty level (include reporting line structure). Develop a reporting and tracking mechanism

The Chancellor of the University of the Witwatersrand

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

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

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





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