UCT ANNUAL REPORT

HIGHLIGHTS 2014
MISSION

UCT aspires to become a premier academic meeting point between South Africa, the rest of Africa and the world. Taking advantage of expanding global networks and our distinct vantage point in Africa, we are committed, through innovative research and scholarship, to grapple with the key issues of our natural and social worlds. We aim to produce graduates whose qualifications are internationally recognised and locally applicable, underpinned by values of engaged citizenship and social justice. UCT will promote diversity and transformation within our institution and beyond, including growing the next generation of academics.
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Uniquely located on the slopes of Devil’s Peak in Cape Town, UCT is known for its academic excellence and pioneering scholarship. Through a culture of teaching and learning, the university strives to turn out graduates who are engaged citizens, able and willing to apply their expertise across the African continent.
VICE-CHANCELLOR’S REVIEW
INTRODUCTION

Many UCT staff and alumni will remember South Africa’s first democratic elections in 1994, as people snaked up hills and around city blocks to cast their vote. It was a breakthrough moment for many South Africans. The journey to a free and fair society, however, continues to this day.

Where is UCT on this transformation journey, 20 years on from democratic elections? The year 2014 provided an opportunity for us to take stock – to celebrate how far we’ve come, to acknowledge where we’ve fallen short, and to recommit ourselves to the journey ahead.

One signature moment from 2014 that afforded an opportunity for us to do this collectively was the Freedom Day concert and commemoration. It was with a sense of both celebration and solemnity that the university community gathered on 22 May, shortly after Freedom Day, to mark 20 years of democracy, and to remember the life and legacy of Nelson Rolihlahla Mandela.

At this event, the university renamed Ring Road – an avenue that encircles upper campus and embraces multiple activities and people – Madiba Circle. Afterwards Vusi Mahlasela, PJ Powers, Freshlyground and Mi Casa performed to crowds of dancing students and staff.

Another symbolic moment was the first of our restorative graduations in December 2014: before 1994, increasing numbers of students declined protest against ways in which UCT was complicit in practices that denied staff and students full and equal participation in the life of the university. As a restorative measure, and a gesture of the university’s commitment to listening to those who may still feel marginalised today, UCT invited those students to attend a suitable ceremony in the years leading up to 2018. Three alumni chose to participate in this way, and we hope more will follow in the years ahead.

There were many other extraordinary moments that marked 2014 – in classrooms and research laboratories, in examination halls, on the sports fields, in studios and on stages – that are detailed in this report. It is these moments of discovery and celebration that serve as milestones of 2014 at the University of Cape Town.

None of our research advances, teaching facilities and bursaries would be possible without the support of our generous donors. We are extremely grateful to our donors, whose contribution, towards research, infrastructure and teaching, as well as supporting our students, ensures UCT will have a significant impact on the country and internationally.

UCT’S SIX STRATEGIC GOALS

1. Internationalise UCT via an Afropolitan niche
2. Transform the university towards non-racialism
3. Work towards a desired size and shape for UCT
4. Ensure greater research impact and engagement
5. Enhance the quality and profile of UCT’s graduates
6. Expand UCT’s contribution to South Africa’s development challenges

STRATEGIC GOAL ONE

INTERNATIONALISING UCT VIA AN AFROPOLITAN NICH

Our aim is to be an intellectual meeting point and sought-after destination for scholars worldwide who have an interest in Africa’s place in the world.

UCT’s Afropolitan mission remains of utmost importance. UCT is increasingly becoming a meeting place for scholars and students from Africa and throughout the world. During 2014 the university expanded its expertise on Africa, extended its networks on the continent and was successful in many areas in contributing its expertise globally.

Dovetailing with the university’s Afropolitan mission is UCT’s policy on internationalisation, which was approved by Senate and Council in 2014. It sets a framework for a more strategic and targeted approach to international partnerships.

In 2014, UCT signed an agreement with the Association of Research Universities in Africa (ARUA). ARUA was officially launched in March 2015.

Among them was the Global Partnerships Project (GPP). Launched at UCT in 2014, the GPP aims to formalise and strengthen research partnerships with executive-level agreements, mobility funds and three-way PhD bursary packages. This achieves a triangular relationship between UCT, one global-north partner and another partner from the global south. The GPP will also provide co-supervision resources for joint degrees, enhance the student experience, and help to leverage third-party research funding through collaborative bids.

The foundations were laid for the recruitment of the first cohort of the 10-year MasterCard Scholars programme for 2015. This exciting initiative will offer US$23 million in scholarships for undergraduate and postgraduate African students. Over the next 10 years, UCT will enroll 60 undergraduate and 240 postgraduate students from across Africa. Key staff members have been appointed to manage the programme.

During 2014, preparatory work was done – under the leadership of the vice-chancellors of UCT and the University of Witwatersrand – for a new partnership of research universities, the African Research Universities Alliance (ARUA). ARUA shares the aims of other research university consortiums around the world – such as the League of European Research Universities, and the Group of Eight in Australia – that advocate strengthening research and postgraduate training in higher education. The intention is to bring together African universities’ distinctive fields of expertise to achieve complementary and coordinated programmes of research and training, including addressing the key development priorities of the African continent. ARUA was officially launched in March 2015.
Building on partnerships

UCT hosted the World University Network (WUN) Conference in Cape Town in 2014. WUN is a collection of 17 research-led universities committed to building global research communities by supporting collaboration. The Partnership Board is responsible for the network’s policy and comprises presidents and vice-chancellors or rectors from member universities.

UCT facilitated the participation of African vice-chancellors in this WUN Conference, which marked the first time that WUN’s annual general meeting has been held in Africa and in the southern hemisphere. It was an honour to be elected as the first chair from the global south for the two-year period ending in 2016.

WUN aims to increase its membership over the next five years, and to solicit membership where there are membership gaps or where membership is under-represented – especially in South America, Africa, Southeast Asia, Central Europe and mainland China.

UCT’s participation in the Southern African Regional Universities Association (SARUA) was strengthened by jointly presenting a conference on educational technology in September 2014 and launching the SARUA Climate Change policy and programme, in line with UCT’s strong focus on climate change.

Given the focus on developing closer ties within BRICS, the university was delighted to be able to sign a Memorandum of Understanding with the State of São Paulo in Brazil. This formal agreement will foster scientific and technological cooperation between UCT researchers and their counterparts in São Paulo, Brazil, by funding joint research projects – especially those in areas of common interest, including cities and urbanisation, renewable energy and climate change, environmental humanities, and physics and public health.

UCT also entered into an agreement with the University of Basel to establish three joint research chairs and related postgraduate programmes in medicine discovery, urban studies and social sciences.

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The university’s second LSE-UCT July School was a great success and attracted 144 students from Asia, Europe, the US and Africa. The intensive two-week programme comprised courses on social issues in the 21st century, with specific relevance to Africa’s role in the global community.

A hub for international students

UCT continued to be the university of choice for many students from countries across the world, especially in Africa. Students from 102 countries attended UCT in 2014, with students from 37 African countries studying at UCT. SADC students made up the largest proportion of international students (33%), while international students from other African countries made up 19% of the international enrolment.

The international student body is drawn from 104 countries around the globe, 37 of these in Africa.

Some of South Africa’s best-loved musicians helped UCT celebrate the 20th anniversary of South Africa’s first democratic elections and to pay tribute to the life of Nelson Mandela.
Transformation was a priority for the university in 2014, with discussions and initiatives in various forums, faculties and departments. A major development was the approval of a revised admissions policy, which introduced a hybrid model for ensuring inclusivity and diversity in undergraduate admissions.

In terms of this model, a portion of the class selected will be the very highest-performing students nationally, regardless of their race or degree of disadvantage. In order to reflect a wider diversity of social-class backgrounds, a 'disadvantage score' will be used to increase the proportion of first-generation university students, students from poor schools and from poorer households. We will take into account the high schools where candidates matriculated across the country, and give consideration to applicants with high national senior certificate (NSC) scores from poor schools, which are generally in rural areas and in townships.

Finally, offers will also be made within race-redress-defined applicant pools to ensure that the class is constituted to meet the diversity targets for the class set by the faculty board, Senate and Council.

Findings of the 2012/13 Student Experience Survey were presented to stakeholders and various university committees in 2014. Two of the overwhelmingly positive responses in the survey were that most respondents ‘strongly agreed’ that they were ‘proud to be a UCT student’, and two-thirds of those surveyed reported that they felt valued at UCT.

Student financial aid
Risk of inadequate student financial aid remains a concern for the university, on two fronts. Firstly, the contribution from the National Student Financial Aid Scheme (NSFAS) has not kept pace with the need in the higher education sector, with the result that a number of universities had student protests related to inadequate funding. This situation is likely to continue in the short-to-medium term, as various engagements with government officials, including from the National Treasury, indicate that the sector is unlikely to receive any significant increase in funding. Secondly, the NSFAS embarked on a transformation project which resulted in changes to the way in which the entity has been operating since its inception.

Following a Ministerial Review of NSFAS in 2011, a number of recommendations were made to improve its efficiency and establish a direct relationship with students. UCT was one of the institutions selected for piloting this new model. It reconfigured its processes to meet requirements set out by NSFAS. However, the university was suddenly dropped from the pilot without any acceptable explanation, and only after the funding cycle had already started. This meant UCT reverting to its pre-pilot processes. Due to internal controls in place and the capacity in the Financial Aid Office, the risk of total collapse was averted, and no single student was affected during this process.

Discussions are ongoing with NSFAS for UCT to be included in the pilot, as this will ensure that ultimately the university will be better prepared, once the system is rolled out to all universities.

Transformation of academic sector
When it comes to the transformation of the academic sector, unfortunately UCT mirrors national trends and challenges. In 2014 only four percent of professors in the country were black African South Africans. This largely reflects the relatively small number of postgraduates from this group who embarked on academic careers in the 1990s – a tragic but obvious legacy of apartheid education. Even now, the number of black African South African PhD students is relatively small. Without intervention, the transformation of the professoriate will take an unacceptably long time. This requires national and institutional intervention, and UCT already has a number of interventions in place.

The first intervention is identifying those candidates who are already part of the UCT community and ready for appointment, whether or not there is a vacancy.

The university adheres to a rigorous employment equity policy. UCT has initiated a review of all professor and associate professor selection processes over the last three years to ensure this policy is being implemented, and to find out whether any black candidates were overlooked or discriminated against.

A special vice-chancellor’s fund can be used to make two kinds of equity appointments. If a black applicant shows great potential, but is not quite qualified or experienced enough, the appointment can be made so as not to lose the candidate. Secondly, if there is a qualified black academic, but no vacant post at the time, a supernumerary appointment can be made so as not to lose the candidate.

A second set of interventions accelerates promotion. Typically, progressing up the ranks of post-doctorate, lecturer, senior lecturer, associate professor to professor may take up to five years per stage. At UCT we are trying to accelerate progress up the ladder for black
and female academics, so that we can achieve a more diverse staff profile faster. For example, achieving the necessary research track record is the most significant hurdle to promotion at all stages. Our Emerging Researchers Programme (ERP) helps kick-start deserving candidates’ research careers, with training, supervision and mentorship. Included here are more frequent research sabbaticals, funding to attend international conferences and gain international exposure and experience, and regular research retreats where working with other emerging scholars provides intellectual and moral support. Over the past 12 years, over 600 academics have participated in the ERP.

We also have a formal induction programme, the New Academic Practitioners Programme (NAPP), during which there is considerable support and mentorship at hand over a period of two years, often from retired senior professors.

A third intervention relates to ensuring that, having recruited black academics, UCT retains them throughout their careers. This intervention is aligned to UCT’s bid to be an employer of choice, discussed more fully later in this report. If a staff member happens to resign, s/he can be interviewed to determine the reasons why. These anonymised interviews are collated and reported to the university’s transformation advisory committee.

A fourth and most difficult set of interventions relates to changing the institutional climate of UCT. A number of black academics and students have articulated that they find the institutional culture alienating. The image and feel of the university – from the names on buildings, to those honoured through statues and portraits, to the neo-classical colonial architecture, to the predominance of whites among the academic leadership of departments and faculties – these may signal exclusivity, and we are working hard to change this.

Additional interventions that address these and other transformation-related issues include: transparent reviews of selection and promotions processes, and an Ombud’s office where any concerns about how the institution works can be raised, anonymously if preferred. Symbolic Eurocentrism is also being tackled by the renaming of buildings and facilities, as well as by providing critical commentary on UCT’s iconic landmarks.

While it may take longer to change the actual proportions of black academics at senior levels, we can also begin to address representivity and culture within the university’s decision-making structures, such as the Senate. So although Senate is meant to be mainly professors, we have increased the number of members by co-opting about 35 academics – who are not yet professors – specifically to achieve diversity. Similarly, all committees, including selection committees, are constructed with additional co-optees if they lack diversity.

All selection committees must have a transformation representative, whose main task is to focus the committee on ensuring that due consideration is given to qualified candidates from designated groups. In 2014, a survey was held to gauge the effectiveness of the university’s use of employment equity representatives in selection committees. While some specific problems surfaced, the overall response to the strength of the approach being used was slightly more positive than negative.

Although progress is slow, UCT foresees a future in which the majority of academic staff are black – as is already the case with its largely non-academic professional, administrative and support staff members, 72% of whom are black.

In a bid to ensure that the UCT environment is a welcoming one for the entire community of staff and students, there have been several other transformation-related initiatives at the university. One of them involves student moderators trained to implement a process on intercultural communication and diversity, initially in the residences, and then rolled out throughout campus.

The Institutional Forum considered several issues in 2014, including employment equity, transformation activities at a national level and particularly the role of Higher Education South Africa (HESA), and SRC election rules.

The forum also considered the possibility of UCT changing its gender classification system to reflect gender identities beyond simply male and female. UCT’s first gender-neutral bathroom was established in the Leslie Social Sciences Building in 2014, for students who identify as transgender or who abstain from defining their gender. This is just the first step towards ensuring that all students and staff feel valued and included as members of the campus community.

Review of ad hominem promotions

The question of trust in the ad hominem promotion system and process, as well as the promotions system, is being taken forward through ongoing discussions with the deans, the vice-chancellor, and the deputy vice-chancellors. There was agreement on expanding the composition of the remuneration and promotions committees – and their working groups, where relevant – to ensure representation in terms of gender, race and rank. This is in line with UCT’s commitment to transformation and transparency.

Professor Suellen Shay, the dean of the Centre for Higher Education Development (CHED) submitted a report of her observations of the ad hominem promotion system in practice, with a particular focus on how teaching is assessed, recognised and rewarded. She found that teaching is taken seriously in the ad hominem process. Furthermore, faculties are continually reviewing the criteria for what constitutes excellence in teaching.

CAMPUS LIFE

UCT as an employer

UCT has thought carefully about ways in which it can increasingly foster an environment where people want to work and have long-lasting careers. In 2014, a great deal of time and energy went into devising a strategy for how UCT might become an employer of choice. In essence, being an employer of choice means the university would be a place where employees choose to work because of the whole work experience. UCT offers – compensation, benefits, training, perks, opportunities, development and purpose for...
being. After wide consultation, this strategy was approved. This is an exciting change in perspective for the university, and should see gains made in both recruitment and retention of staff.

The organisational development function in UCT’s HR department is well established, and staff in this section have staged a number of interventions aligned to the strategy to become an employer of choice. These include workshops on how to lead with a mentoring mindset (attended by both academic and PASS staff), team development interventions, and the introduction of succession planning and career-pathing.

The process of staff recruitment and selection was reviewed. Through the revised employment equity (EE) representatives process, EE representatives receive advanced training, which includes a focus on how to activate a dispute-resolution process where needed.

The outsourcing review stimulated a great deal of discussion. It suggested that the Code of Conduct be revised, and also that the salaries of outsourced workers be aligned to UCT salaries.

The HIV/AIDS Inclusivity & Change Unit (HAICU) was successful in raising funds to provide time and space for each faculty to receive training on various HIV education issues, including intersections with gender, gender-based violence and sexual orientation. Through peer education with Rainbow UCT, leaders on lesbian, gay, bisexual, queer, trans and intersex (LGBQTI) issues, 279 students have been reached through risk-reduction intervention strategies. Various awareness-raising events were also held at UCT.

### GRADUATION CEREMONIES

The culmination of years of personal effort, graduation is a joyous moment when the university community comes together to celebrate with graduates and their loved ones.
The university made headway in boosting its academic staffing numbers in line with its goal to produce the future generation of researchers and academics for the country and the continent, as well as help to address critical skill shortages facing the country.

The university made welcome progress in the total number of postgraduate students. UCT’s 2014 Higher Education Management Information System staffing submission shows that a total of 981 permanent instruction/research (HEMIS) academic numbers were employed in the six faculties and in CHED. This represents a 10.8% increase over the 2010 figure of 884. The fact that student enrolments grew by 5.2% over the same period suggests that academic staffing provision has more than kept pace with growth in student enrolments. The proportion of full-time academic staff qualified at the doctoral level in 2014 was 72%. A further 23% of all academic staff held master’s level qualifications.

The following buildings were completed: New Engineering Building, the new Snape Building, Ex-Air, and the Rugby Club.

The Protea Hotel Mowbray is another innovative project in which UCT has been involved. It’s part of a heritage precinct, owned by the South African Heritage Resource Agency on a long-term lease. The university decided to put out a tender for a company to manage the space and is optimistic about generating extra income through the profits of the hotel, which will be ploughed into the university’s strategic initiatives.

By the start of the 2015 academic year, 57 centrally bookable classrooms (31% of 181) were equipped with the new ‘UCT Standard’, which includes a mechanical UCT lectern, two data projectors in a classroom, a document camera, a PC and an audio solution. These classrooms are situated on upper and middle campus as well as at the medical campus.

Wireless access has been expanded specifically in support of OpenSpace@UCT.

Accessible hearing technology was installed in 33 more venues as part of the classroom facilities upgrade. They were fitted with high-quality induction loop technology, making it easier for people using hearing aids and/or cochlear implants.

uct’s research is centered on and grounded in Africa. As an African institution the university is committed to enabling Africa to solve its own problems. In all research endeavours and in line with UCT’s Afropolitan vision, UCT works towards becoming a vibrant centre of knowledge production on African issues – conducting research that can be measured against the highest international standards.

Investing in Infrastructure

The creation of new knowledge has become a global project, but one in which African voices are seldom heard. If we are to find solutions to African problems, we must increasingly generate African knowledge, and in doing so, our research must not only be excellent, but also impactful, and must inform everything we do, especially our teaching and socially responsive work.

UCT acknowledges that it needs to be one of the core sites in South Africa that makes the country competitive in the global knowledge economy and educates its future leaders. To do so, our research must not only be excellent, but also impactful, and must inform everything we do, especially our teaching and socially responsive work.

The following buildings were completed: New Engineering Building, the new Snape Building, Ex-Air, and the Rugby Club.

The Protea Hotel Mowbray is another innovative project in which UCT has been involved. It’s part of a heritage precinct, owned in part for over 25 years and leased by UCT from the South African Heritage Resource Agency on a long-term lease. The university decided to put out a tender for a company to manage the space and is optimistic about generating extra income through the profits of the hotel, which will be ploughed into the university’s strategic initiatives.

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so, contribute to global knowledge. Taking advantage of its geographical location and position as a leading university in Africa, UCT can play a vital role in connecting institutions in the global north with networks across Africa, to draw international expertise to the continent and ensure African voices and knowledge are present in global debates.

To this end, a key focus in 2014 was an enhanced approach to the internationalisation of UCT’s research and the development of the three-way global partnership initiative, the UCT Global Research Partnerships, which has been well received to date and will be a considerable focus in the future.

Over the last five years considerable progress has been made across a number of research indicators, as identified in the strategic plan and summarised in the research dashboard that follows.

The success of our research, as outlined above and elsewhere in this report, would not have been possible without the commitment to research excellence of our researchers, students and administrative staff, and through the support of our donors, funders and collaborators.

New research strategy

UCT’s strategic decision to become a research-intensive university received a fillip with the Senate’s approval in 2014 of a new research strategy with a 10-year outlook, from 2015 to 2025. This strategy is aligned to UCT’s size-and-shape strategy and commits it to becoming a research-intensive institution where postgraduate students make up 40% of the student body.

In the current funding model, which strongly incentivises undergraduate increases, this decision presents an interesting challenge to the funding model of the university. However, a new funding model will be implemented in the foreseeable future, and it is vitally important to the development of South Africa that it should have strong research universities.

An important aspect of the research strategy is an explicit policy around internationalisation, which will actively identify and support strategic collaborations, to be known as UCT Global Research Partnerships. These partnerships will typically consist of a UCT research unit, centre or institute with one or more international partners working on a common theme, and will include principal investigators, collaborators, postgraduate students and postdoctoral fellows. North-south (particularly African) alliances will be encouraged. The project will not only strengthen internationalisation, and thereby increase the visibility and impact of UCT’s research; it will provide co-supervision resources for joint degrees, enhance the student experience and help to leverage third-party research funding through collaborative bids.

The university performed very well in 2014 in generating more research income and new research contracts. Research income for the year from sources external to the university breached the R1 billion mark for the first time (R1.233 billion). This represents an increase of 29% or R276 million year-on-year, or 73% (R520 million) since 2010 (see below). The total (including internal sources) was R1.285 billion.

This increase is a boon for the university, for South Africa, and for Africa generally, as the vast bulk of UCT’s income is spent on projects that contribute to the development of the region. Examples of this important research include the work of the Institute of Infectious Disease and Molecular Medicine, which reports significant scientific advances in HIV vaccine development; the African Centre for Cities, which is leading two large projects that tackle food insecurity; and the new Neurosciences Initiative, which focuses on neurological disorders within the context of our continent.

Figure 1: External research income, 2010–2014 (R’000 million)
### FUNDING

#### INCOME FROM RESEARCH CONTRACTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Income 2013</th>
<th>Income 2014</th>
<th>Increase %</th>
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<tbody>
<tr>
<td>2013</td>
<td>R642 million</td>
<td>R855 million</td>
<td><strong>33%</strong></td>
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</table>

Income from research contracts was a significant contributor to the overall increase in external funding in 2014, shifting 33% from 2013 (R642 million) to 2014 (R855 million).

#### INCOME FROM GOVERNMENT-RELATED GRANTS

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<tr>
<th>Year</th>
<th>Income 2013</th>
<th>Income 2014</th>
<th>Increase %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>R246 million</td>
<td>R307 million</td>
<td><strong>53%</strong></td>
</tr>
</tbody>
</table>

Income from donations and internal sources remained static in 2014, but income from government-related grants grew significantly, from R246 million (2013) to R307 million (2014), reflecting a 25% year-on-year increase, and a 53% increase since 2012.

#### INTERNATIONAL FUNDING

The 2014 increase was primarily due to an increase in free-standing student financial support of R74 million, followed by the South African Research Chairs Initiative (SARChI) awards of R73 million, and funding for established researchers at R49 million. UCT is home to 33 SARChI chairs funded through the Department of Science and Technology, two Department of Science and Technology/NRF Centres of Excellence (COE) and one COE node, and one national competence centre.

#### POSTGRADUATE FUNDING

6 780 students were registered for honours, master’s and doctoral degrees at UCT in 2014. Of these, 3,186 postgraduate students received 4,611 awards to a total value of R206 million. This includes 888 international students who received 1,235 awards to a total value of R558 million. In 2014, 308 out of 338 registered Postdoctoral Research Fellows (PDRFs) received over R82 million in funding support. This included 152 international PDRFs registered at UCT, receiving fellowships to the value of R31.5 million.

#### PUBLICATION COUNTS

UCT was awarded 5,499 units for 2013 research publications, which resulted in the university being placed third in the national publication count rankings. This was an increase of 11.4%, from 1,390.89 units awarded the previous year.

### e-Research progress

Work on a research portal has been completed, while an eResearch Centre is being set up. The portal is a one-stop shop for all the electronic resources researchers might need and is set to become a single repository for researchers’ details, so that their information can be drawn automatically when, for example, they submit applications for grants through university structures.

### Career development programmes

One of UCT’s flagship research transformation programmes, the Emerging Researcher Programme, gathered momentum this year. Over 650 academics have received some form of support from the ERP since its inception in 2003, with 56 academics joining the ERP in 2014 alone.

The ERP is a researcher-mentor programme in which retired senior academics mentor emerging researchers. The aim is to assist academics to attain higher degrees, write for publication, develop funding proposals and achieve NRF ratings. By 2014 the ERP had provided support to 197 South African researchers of colour since its inception, constituting 30.1% of total ERP membership. Of these, 57 were black African (8.7% of total membership), 92 (14.1%) coloured, and 48 (7.3%) Indian. A total of 287 (43.9% of total membership) were white. International staff constituted 25.4% of the overall membership; 80 of them (or 12.2% of total) were from other African countries.

Another notable research transformation initiative, the Next Generation of Academics in Africa project, funded by the Carnegie Corporation, reached the second year of Phase II and has cemented its presence at UCT. In 2014 there were 44 Carnegie scholars (32 PhD students and 12 postdoctoral fellows), of whom 21 were women, 37 were black, and 31 came from African countries other than South Africa.

The success of the project, since its inception in 2011, has been in the number of high-quality students and fellows who have been recruited into the Carnegie programme, and who successfully completed their studies or fellowships; the extent to which students and fellows have engaged in high-quality teaching and mentoring; the pursuit of research on
issues of significance to South Africa, Africa and globally; the number of publications, as well as attendance and presentation at local and international conferences; and the number of Carnegie scholars who have been appointed into academic careers.

Since the start of the project in 2011, there have been 69 PhD students and 21 postdoctoral fellows.

During 2014, support for mid-career researchers was offered through the Programme for the Enhancement of Research Capacity (PERC), which has established itself as an integral part of UCT’s efforts to initiate, develop and strengthen collaborative networks with partners in the global south and particularly in Africa. Three new PERC research grants valued at R410 000 were awarded in 2014 to promote Africa-centred research, with funding from the Andrew W Mellon Foundation.

A number of collaborative projects aimed at strengthening research capacity at UCT were undertaken with other international institutions. These included a collaborative grant-writing course with SADC universities and the University of Cologne, and a new partnership with Commonwealth universities to pilot a new online programme for early career researchers.

The Mellon Visiting and Retired Scholars Mentorship Project came to an end on 31 December 2014. The project enabled 25 visiting and retired scholars to participate as mentors in the project, contributing to the development of 122 developing and mid-career researchers.

Raising visibility

A senior research communication and marketing post was established in 2014 to boost the visibility of UCT’s research locally and internationally, and the Research eNewsletter was launched, reaching some 15 000 readers and translating UCT’s often ground-breaking research news into layperson’s language. A concerted strategy to garner more international research coverage has enjoyed great success with the work of UCT researchers gaining greater international attention.

The passing by UCT Council of the UCT Open Access Policy in March and the subsequent launch of the OpenUCT Repository in July were pivotal moments in 2014. A pioneering policy, the UCT Open Access Policy requires scholarly articles, dissertation and theses to be deposited and strongly encourages depositing open education resources. The OpenUCT Initiative, in collaboration with UCT Libraries, Information and Communication Technology Services and the Centre for Innovation in Learning and Teaching, launched the new institutional repository which provides an open access platform for UCT staff to share their research, teaching and learning content with the world, including peer-reviewed journals, articles and conference papers, as well as technical reports, policy papers, theses, and working papers. OpenUCT currently contains more than 10 300 scholarly outputs, and received well over 30 000 visitors during the last half of 2014.

Ingenious and innovation powered ahead at UCT in 2014. Ongoing investment in UCT’s intellectual property (IP) management and commercialisation efforts paid off, with the largest number of spin-off companies in a year (three spin-offs), the highest number of invention disclosures received by RCIPS (41), the largest annual IP commercialisation revenue (R6.4 million), and the largest number of national-phase patent applications filed (58 of a record 88 patent applications filed). These record outputs demonstrate the tremendous potential of UCT’s research and innovation enterprise.

NRF ratings and MRC awards

The number of NRF-rated researchers at UCT continues to grow. There are currently 480 researchers with a rating, up from 457 in the previous cycle. This cycle saw two new A-ratings awarded, to Professors Russ Taylor (Astronomy) and Robert Wilkinson (Institute of Infectious Disease and Molecular Medicine).

The high participation rate in the rating system allows UCT to maintain its top position nationally, with the highest number of researchers from one institution.

New interdisciplinary research themes

Using research to tackle local and societal challenges and focusing on selected research areas to maximise the quality and impact of research is key to UCT. During the course of 2014, three new interdisciplinary research focus areas were established: big data, particularly in relation to the Square Kilometre Array (SKA); shale gas exploration; and neurosciences.

One of the most important vehicles to promote interdisciplinary research at UCT during the past decade has been the signature themes, funded by basic grants from the University Research Committee to enable researchers from various disciplines to come together to address difficult problems that cannot be solved from the vantage point of a single discipline. In 2014 the university focused specifically on these research themes, as well as on the Vice-Chancellor’s four strategic initiatives.

Six signature themes

One of the most important vehicles for interdisciplinary research during the past
In 2014, one of the ACC’s most outstanding research outputs was the two-month-long public exhibition titled City Desired. Based on extensive research undertaken by the ACC’s Citylab research programme, as well as research from within UCT and other institutions, City Desired was a resource for Cape Town to think more deeply about its collective trajectory and the challenges that need to be overcome. Staged against the backdrop of the World Design Capital (WDC) programme, it benefited from extensive media coverage and increased public interest during the exhibition period.

African Centre for Cities (ACC)
There is growing recognition worldwide of the importance of cities, and particularly cities in the developing world. In South Africa this is reflected in the increasing emphasis in policy documents at both national and provincial level on addressing the challenges of rapid urbanisation. These challenges require effective political management of institutions and processes, to ensure well-governed and sustainable cities. The ACC is addressing these challenges.

African Climate and Development Initiative (ACDI)
South Africa, with the rest of the African continent, has an imperative to improve human well-being, but within the constraints of the need for low-carbon development and the mounting impacts of climate variability and change. The ACDI has been formed to engage with these challenges, through interdisciplinary, innovative research and teaching that draws on the intellectual capital across a wide range of disciplines at UCT. Its objective is to facilitate, stimulate and initiate research and teaching/training on climate and development issues.

The ACDI made significant progress on external research funding in 2014 and brought in a total of R32.2 million in new project grants. A number of externally funded research projects have helped build ACDI research. Three interdisciplinary projects funded via the Carnegie Transformation grant continued in 2014, and several new climate-change research projects kicked off in 2014.

Brain and Behaviour Institute (BBI)
New experimental techniques, including brain imaging, genetic testing and neuropsychological assessment, combined with new theoretical insights, have opened up significant biotechnology potential, and the opportunity for the advancement of novel diagnostic tools and treatments for people with mental disorders. The initial focus of the BBI is on trauma and resilience, to understand why some people develop conditions such as post-traumatic stress disorder in response to stressors, and why there are high levels of violence.

During 2014, significant progress was made in developing an intellectual resource while also continuing the work of establishing the skills and platforms to conduct integrated, interdisciplinary and trans-disciplinary drug discovery research. Several integrated drug discovery projects were undertaken in malaria and tuberculosis, some of them undertaken in collaboration with UCT’s Drug Discovery and Development Centre (H3-D) and involved collaborating partners from other UCT departments and institutes.

Marine Research Institute (Ma-Re)
The marine environments around South Africa are among the most diverse anywhere in the world, and result from the meeting of the cold Benguela current and warmer Agulhas current – which, together with the southern ocean, are central to African climate variability in the region and its diverse biology. South Africa’s position between the currents, with ready access to three major world oceans, makes it an optimal site for marine research.

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Ma-Re’s flagship project, the Ma-Re BASICS project, which has been running for the past five years, came to an end in 2014, having been funded from a number of sources. BASICS served as a network of research across multiple disciplines at UCT, providing an umbrella for diverse projects on marine social and ecological systems and extending across different departments and faculties. It provided deeper understanding across disciplines and has led to additional research and data analyses. This continuation of prior research is seen as a strong indication of the value and relevance of the BASICS research internationally.

Minerals to Metals
South Africa’s economic growth is dependent on the efficiency and sustainability of its mining industry. Worldwide there is an increasing focus on ensuring that minerals are processed more efficiently, especially in the context of a much greater emphasis on three imperatives: preserving water resources, minimising power consumption, and the need to beneficiate lower-grade ores in remote areas.

2014 saw the inauguration of the new master of philosophy degree specialising in sustainable mineral resource development, the culmination of five years of preparation and planning that could not have been achieved without the signature theme structure and identity. This new MPhil is considered unique in the world, and was presented at the XXVII International Mineral Processing Congress in Santiago, Chile in October 2014.

VC’s strategic initiatives
One of the Vice-Chancellor’s strategic goals is to expand and enhance UCT’s contribution to South Africa’s development challenges. To this end, three key institution-wide initiatives (the Safety and Violence Initiative, Poverty and Inequality Initiative and Schools Improvement Initiative) which address critical social challenges were identified. A fourth initiative, the African Climate and Development Initiative, evolved into a UCT signature theme and is discussed on page 24.

Safety and Violence Initiative (SaVI)
Bringing together scholars from across the university, SaVI facilitates debate, research and interventions across the university, with a focus on understanding and responding to violence and promoting safety. SaVI’s principal roles are: to develop evidence-based theory on violence, its prevention, and the promotion of safety; and to translate this theory into practice. In 2014 SaVI was involved with several projects, including an interdisciplinary research project on violence against women and children in South Africa which generated evidence-based analysis and predictive statistical models. Recommendations have been made on how to reduce and prevent violence against women and children. SaVI also partnered with the Children’s Institute to produce the 2014 Child Gauge, which focused on the prevention of violence against children. In addition, throughout 2014 SaVI hosted a range of events, with a strong focus being on gender-based violence.

SaVI actively supported the work of the independent commission of inquiry into policing in Khayelitsha, and its staff and associates provided evidence-based expert testimony. SaVI also hosted a summit of police, provincial government and civil society at UCT to devise a detailed strategy for the implementation of the commission’s recommendations. SaVI is currently one of the lead organisations facilitating and undertaking research into improving safety and policing in Khayelitsha. This is vital work in Cape Town’s most densely populated township, which is still burdened by the legacy of apartheid.

Poverty and Inequality Initiative (PPI)
The Poverty and Inequality Initiative (PPI) seeks to take committed and excellent research and researchers into processes aimed at finding and developing viable and impactful policies and interventions to overcome poverty and inequality.

The PPI put in place a think tank of academics, policymakers, business people and NGOs to lead the national Carnegie III initiative on strategies to overcome poverty and inequality (C3). In 2014 it built from this base to facilitate the derivation of a three-year work programme for C3, defined UCT’s engagement with this national initiative, and within UCT, established the infrastructure to profile, support and leverage the collective contribution from the many strong researchers and research groups working on poverty and inequality.

Beyond UCT, and in partnership with C3 think-tank participants from the University of Stellenbosch, a Western Cape C3 regional workshop was convened in November with the purpose of re-engaging with the national community that participated in the launch Carnegie III conference in 2012, and of broadening participation.

Schools Improvement Initiative (SII)
The Ikwezi Lead Teacher Programme completed its first full year of operations in 2014. The project supports Grade 5-9 peer-led language and mathematics professional development at school and district level. The goal of the project is to support education districts in the implementation of their district improvement plan. It identified a cohort of lead teachers drawn from the partner primary schools, who were offered university-certified short courses, and by year-end, 140 teachers had successfully completed one or more of the short courses.
STRATEGIC GOAL FIVE
ENHANCING THE QUALITY AND PROFILE OF UCT’S GRADUATES

Our mission is to educate students who will have a broad foundational knowledge that goes beyond the immediate requirements of their professional degree or major discipline; who will be equipped to compete in a globalised workplace; who will have a spirit of critical enquiry; and who will have an understanding of the role they can play in addressing social justice issues.

Teaching and Learning
The action plan of the Senate’s Teaching and Learning Committee (TLC), developed in 2012, has driven UCT’s commitment to teaching excellence, student learning and success, as well as an enhanced curriculum.

Progress has been made in the focus areas of the three-year action plan, including the monitoring of teaching development grants, establishing an effective tutoring system, improving throughput in service courses and courses identified as impeding graduation, expanding the use of educational technology, and discussions about curriculum reform.

Teaching Development Grants
The total allocation of the teaching development grant that UCT received for 2014/15 amounted to R17.875 million. UCT also received R3.358 million from the collaborative grant. The extended degree in the Faculty of Humanities was approved for funding in 2014, which means that all faculties now benefit from these funds.

The teaching development grants enabled UCT to introduce 38 interventions to improve the quality of teaching and learning across the university. This has led to some encouraging results.

The humanities target of improving course pass rates so that 75% of the class achieves 55% or higher by the end of the 2016/2017 period has already been achieved. At the end of 2014, 79% of the class achieved a pass rate of above 55%.

A research project was undertaken using diagnostic information from the National Benchmark Tests to improve teaching and learning of first-year mathematics.

The First Year Experience (FYE), which helps students to transition from school to university, focused on early assessment, establishing faculty Vula sites, facilitating an extended orientation, and holding digital literacy training. It also appointed its director, Dr Danielle Fontaine, in 2014.

Effective tutoring
The Centre for Higher Education Development identified the need to create a climate in which tutors are valued and remunerated for the various activities they do. In line with this, the TLC resolved to organise workshops on tutor training and appointment processes in the faculties, with appropriate contractual processes in mind.

The Institutional Information Unit as well as CHED worked with faculties on courses impeding graduation. The case studies and interventions in each faculty are being consolidated into a framework, and CHED is collating discussions on methodologies for interrogating student performance data and reporting.

26 333
The headcount enrolment at the end of 2014 was 26 333

6 060
Master’s and doctoral enrolments together (6 060 in total) made up 22% of the total student enrolment

The Education Development Unit (EDU) in the Commerce Faculty hosts a variety of teaching and learning initiatives.
Curriculum Reform

Curriculum reform is being widely and deeply considered. A curriculum reform task team set up in 2013 has undertaken detailed consultations with individual faculties on how to achieve breadth in the curriculum. UCT has a long history in curriculum reform. The Faculty of Health Sciences fundamentally shifted its focus to address primary healthcare in the 1990s. More recently, research-informed teaching has led to the strengthening of south-south relations with academics in Brazil, India and other African countries.

In 2014, the curriculum review task team continued its work to develop a concept document to help achieve the goal of enhancing the quality and profile of our graduates. Catering for diversity through flexible learning pathways and consideration of whether there are sufficient opportunities for breadth in the existing curriculum were raised as imperatives.

One of the ways of engaging in the curriculum was the launch of a seminar series on ‘Curriculum and Poverty and Inequality’, under the auspices of UCT’s Poverty and Inequality Initiative (PII). A key objective is to facilitate debate on how academics at UCT integrate issues related to poverty and inequality into their curricula. The series also aims to reflect on whether our curricula equip graduates to engage with issues related to poverty and inequality in South Africa in their future working lives.

The seminar series was launched by Professor Melanie Walker from the University of the Free State. Three other seminars focused on blind spots in undergraduate teaching, and involved academics from economics, sociology, chemical engineering, philosophy, psychology, and surgery; while Dr Ragesh Tandon, the UNESCO co-chair for community engagement, delivered a Vice-Chancellor’s Open Lecture titled ‘Knowledge Democracy: Reclaiming voice for all’ and argued that universities can play a role in producing active, informed and ethical citizens when they teach from the perspective of a knowledge democracy.

Online courses take off

The institution made great strides in 2014 in the design and running of informal courses, as well as formal courses and qualifications, offered wholly or partially online. Four distance-mode, blended-learning qualifications were accredited, two of which would commence in 2015.

The first phase of UCT’s massive open online course (MOOC) development started in the second semester of 2014 and focused on establishing an advisory group, securing funding, consulting on identifying appropriate topics, and developing the first of four MOOCs for delivery in 2015.

The successful Laptop Project, in which financial aid students are provided with a laptop by the university, continued in 2014, with 480 first-year chemical engineering, physics, law and second-year architecture students benefitting.

Demographic Statistics

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
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<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>% Growth</th>
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<tr>
<td>SA black African</td>
<td>5 068</td>
<td>5 323</td>
<td>5 744</td>
<td>6 256</td>
<td>6 247</td>
<td>23.3%</td>
</tr>
<tr>
<td>SA coloured</td>
<td>3 623</td>
<td>3 653</td>
<td>3 687</td>
<td>3 608</td>
<td>3 620</td>
<td>-0.7%</td>
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<tr>
<td>SA Indian</td>
<td>1 630</td>
<td>1 681</td>
<td>1 671</td>
<td>1 731</td>
<td>1 819</td>
<td>11.6%</td>
</tr>
<tr>
<td>SA white</td>
<td>8 984</td>
<td>9 183</td>
<td>8 992</td>
<td>8 483</td>
<td>8 141</td>
<td>-9.4%</td>
</tr>
<tr>
<td>International</td>
<td>3 821</td>
<td>4 171</td>
<td>4 268</td>
<td>4 753</td>
<td>4 886</td>
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<tr>
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<td>886</td>
<td>1 003</td>
<td>1 146</td>
<td>1 499</td>
<td>1 820</td>
<td>105.4%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>24 012</td>
<td>25 014</td>
<td>25 508</td>
<td>26 330</td>
<td>26 333</td>
<td>9.7%</td>
</tr>
</tbody>
</table>

Enrolments

There was an overall increase of 5% in enrolments between 2009 and 2014. Among the 26 333 students enrolled in 2014, 30% were SA white, 24% were SA black African, 14% were SA coloured, 7% were SA Indian and 18% were international.

The overall success rate in undergraduate courses in 2014 was 87.7%, which was equivalent to the 2013 figure of 86.7%.

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Just over 3% of all undergraduate students were refused readmission on academic grounds at the end of 2014. This figure is equivalent to that in 2013, and slightly lower than that in prior years.

Graduate data excludes June 2015 graduates attributable to 2014 – probability in excess of 1 000.

7104

Total number of students to qualify with a degree or diploma during 2014
THE YEAR IN PICTURES
From playing host to luminaries to a range of academic, social and sporting achievements, 2014 was a year that brimmed with highlights for the university.

1. Students were invited to design artwork to commemorate the Rustenburg Burial Ground after the remains of the wall of a slave burial site was found next to the School of Economics in 2007.
2. President Michelle Bachelet of Chile was guest of honour at a Gender in Dialogue event on campus.
3. Jane Goodall was the guest speaker at the first Vice-Chancellor’s Open Lecture of the year.
4. The university awarded eight honorary doctorates, one of which went to Prof Henry Louis Gates, one of the most foremost intellectuals in the US.
5. Traditional music ensemble Ibuyambo flew to Zurich to perform before a major tennis tournament.
6. UCT Ikeys beat Potchefstroom’s Pukke 39-33 in the dying moments of a thrilling Varsity Cup final in April 2014.
7. Professors Thandabantu Nhlapo, left, and Kelly Chibale at a press conference where a R55-million grant from the Bill and Melinda Gates Foundation to H3-D, UCT’s Drug Discovery and Development Centre was announced.
For the first time, the 2014 report included profiles of some of the professional, administrative, support and service (PASS) staff, who have volunteered their skills to a range of external organisations. They range from secretaries offering administrative skills in community organisations to university librarians reaching out to local libraries. Through this, the university hopes to demonstrate the value of ‘skills-based volunteering’.

Connecting with the community
The Knowledge Co-op connects community groups with researchers in a range of projects. The project ideas become thesis topics and help community partners understand or solve a particular problem, whether it be clearing alien vegetation, training foster mothers or evaluating an NGO programme to rehabilitate young ex-prisoners.

More than 200 projects have been submitted since the co-op was launched. The topics come from over 80 partners — largely NGOs, but also some local government entities and a few businesses. A number of partnerships with existing community partners have been expanded, with groups submitting new topics after completing their initial projects. The Knowledge Co-op is just one of the ways in which UCT engages in socially responsive work.

Encouraging engaged citizenship
How can our university system evolve to teach students about the world they face in the 21st century — can it teach them how to be compassionate, ethical and engaged citizens in an increasingly interconnected and complex world? These questions are at the heart of UCT’s Global Citizenship Programme, now in its sixth year and aimed at creating civic-minded ‘modern intellectuals’ who are socially engaged and concerned with social injustice, and who think and debate differently about local and global issues.

Open to all students, the programme’s mainstays are three interlinked but separate extra-curricular short courses: on global debates and local voices (GC1); service, citizenship and social justice (GC2); and 60 hours of self-organised community service followed by structured reflection (GC3).

In its six years the programme has also developed crucial partnerships with UCT’s faculties, each of which has taken up the programme in different ways. One particular coup is the credit-bearing social infrastructures course introduced in the Faculty of Engineering & the Built Environment, and held during the June/July winter term. The course aims to locate emerging engineering knowledge within a much bigger societal context — and is growing in popularity.

Partnerships with provincial government
The work of the joint task team between the Western Cape Government (WCG) and Cape Higher Education Consortium (CHEC) focused largely on climate change and sustainability, and adaptation and innovation for social inclusion.

On the climate change front, a study was undertaken on skills development for the green economy, the results of which were shared with representatives from the four Western Cape universities and the provincial government at a workshop in August.

The second project focused on the nexus between food, water, energy and other natural resources – with particular emphasis on the Berg River.

Calls for proposals for research projects on social inclusion and digital inclusion were distributed to the four universities, while a dialogue on youth and entrepreneurship was organised by UCT’s Poverty and Inequality Initiative in September 2014.
COMMERCE

Recognised for its spirit of enterprise and strong sense of purpose, the Commerce Faculty prepares students to participate in the global economy and the fast-growing world of financial service industries. The faculty offers two undergraduate degrees: a four-year Bachelor of Business Science (BBusSc) and a three-year Bachelor of Commerce (BCom). Both degree programmes are divided into a variety of streams, to cater for the interests of our students as well as the employment needs of South Africa.

Highlights of 2014

In the year under review the Faculty of Commerce marked the successful completion of two of its strategic priorities, with the launch of the African Institute of Financial Markets and Risk Management and the establishment of its first online postgraduate qualifications through the Across Africa initiative.

The African Institute of Financial Markets and Risk Management, better known as AIFMRM, conducts research and provides postgraduate education and training in financial markets, risk management and quantitative finance. The industry-sponsored institute will play an important role in boosting the extent and depth of expertise in these areas of the African financial services industry.

The faculty designed and advertised its first online postgraduate qualifications in the Across Africa initiative, a commercial venture jointly operated with GetSmarter, a Cape Town-based online education provider.

This innovative and potentially groundbreaking foray will see two programmes being run in 2015: a Postgraduate Diploma in Management Project Management. The Across Africa learning model combines the use of a cutting-edge interactive online platform with a high-touch support model, which provides learners with direct access not only to their fellow students, but also to a dedicated course coach (an academic) and a head tutor (an industry expert).

2014 also saw negotiations get under way with two international partner universities to develop Across Africa into a global online learning initiative called Across the World. This promises to enhance the faculty’s international footprint and increase access to postgraduate education for working professionals in Africa and beyond, and aims to create a substantial new stream of revenue to support the core research and teaching activities in the faculty.

The new Graduate School for Development Policy and Practice (GSDPP) welcomed its first students. The GSDPP provides professional and academic training for senior public officials and others engaged in public policy in South Africa, Southern African countries and beyond. It has a strong focus on accountability and trust in governance, and promotes the development of strategic public leadership.

All-time highs on various fronts

The faculty made advances against all of its principal benchmarks, with an all-time high recorded in research unit outputs, and increases in the volume of research funding and the number of NRF-rated academic researchers.

The year also saw the highest number yet of undergraduates and postgraduates attaining degrees. The faculty’s Education Development Unit (EDU) programme for students from academically disadvantaged backgrounds set an all-time record for academic progressions and graduations.

While there were many exciting advances on most fronts, staff demographic transformation was one of the exceptions. The faculty has continued to be frustrated by slow progress in the number of black South Africans enrolling for postgraduate study who could contribute to a pipeline of academics and practitioners. UCT is not alone in this frustration, as this is a national trend.

Starting Chance

In line with the university’s bid to make a positive impact on communities, the Commerce Faculty adopted the Starting Chance campaign as its strategic social responsiveness initiative. The campaign is a Southern Africa Sustainable Development Initiative (SASDI) to convert shack-based crèches into formal Early Childhood Development (ECD) centres in severely disadvantaged Cape Town communities.

Key to the social responsiveness initiative is the Starting Chance Impact Assessment, a research project which studies the impact of the ECD centres on the direct beneficiaries, their households and communities over an extended period. The research project is a collaboration between the faculty’s Research Unit in Behavioural Economics and Neuroeconomics (RUBEN) and Georgia State University’s Centre for the Economic Analysis of Risk (CEAR).

During 2014, the faculty was instrumental in installing an information technology learning facility at the Mfuleni Centre for Early Childhood Development (ECD). It also conducted extensive community consultations with the local ward councillor and other community leaders in preparation for the establishment of a new ECD centre on UCT-owned premises in the community of New Crossroads. Having now completed their fifth ECD Centre (Little Stars in Mfuleni), SASDI
is starting to have a meaningful impact on disadvantaged children and their teachers. SASDI, in collaboration with UCT, aims to build another five centres during 2015/2016. Certain staff should be singled out for their role in managing the ECD campaign's success, including Stuart Hendry (School of Management Studies), Kyle Roberts and his staff (Commerce Information Technology Services) and Professors Harold Kinscaid and Don Ross (School of Economics). Other staff who made leading contributions include Ines Meyer (School of Management Studies), Waseema Petersen (Development Policy Research Unit) and Jamie-Lea Swart (Information Systems). Kyle Roberts organised faculty-wide contributions to partially rescue the Khumbulani Centre crèche from the impact of a callous burglary that deprived them of their instructional computers and food stocks.

**Staff and student achievements**

Commerce teachers and researchers were recognised for excellence in their respective fields:

- Associate Professor June Pym of the Educational Development Unit won a National Excellence in Teaching Award from the Higher Education Learning & Teaching Development Unit, who won UCT’s Distinguished Teacher’s Award
- Professors Murray Leibbrandt and Don Ross of the School of Economics were elected as UCT Fellows
- Salah Kabanda (Information Systems), Maureen Tanner (Information Systems) and Mare Sare (Economics) were awarded Y2 ratings by the National Research Foundation.

**Addressing challenges**

The faculty's biggest test in 2014 was an already understaffed faculty was required by university-wide budgetary exigencies to reduce its complement of contract staff. Due to this, the normative teaching load in the faculty was increased. This reduced time available for research, yet expectations on individual researchers remained unchanged. The faculty's strong, collective research effort and outputs should be appreciated in this light.

**Graduate School of Business**

UCT’s Graduate School of Business has done much in the past year to consolidate its position as Africa's top business school, and to embody its mission to be a leading emerging market business school that is relevant, excellent and grounded in values.

The GSB continued to pursue its mandate in terms of engaged enquiry in a complex world, focusing its research and teaching in the areas of social innovation and sustainability; values-based leadership; and emerging market finance, investment and trade.

For the 10th consecutive year, the GSB was the only African business school to feature in the prestigious Financial Times full-time MBA ranking, rising to 59th place. The GSB also secured a spot in the 2014 FT global ranking for Executive Education Customised Programmes, being placed 64th.

In February, the GSB launched the MTN Solution Space, a shared space that serves as an innovation and entrepreneurship hub at the heart of its campus. The space seeks to connect students, entrepreneurs and social innovators with funders, government and other industry players, enabling them to work collaboratively towards finding new solutions to African challenges. The venue is heavily used, and hosted many interesting events during the year, including a Dragon’s Den-style live investment challenge for SparkupLive.

The GSB Bertha Centre for Social Innovation and Entrepreneurship continued to break new ground in 2014, teaming up with the Faculty of Health Sciences to launch the Inclusive Healthcare Innovation (iHI) initiative and hosting Africa’s first Inclusive Innovation in Healthcare Summit in January.

The centre also launched the world’s first Social Franchising Accelerator – a unique academic/ NGO/private sector partnership, with funding from the Rockefeller Foundation, which works with social-impact organisations and helps them to scale up their work and impact through the application of business franchising models.

On the academic front, the school continued to evolve its teaching offering with the launch of the new Postgraduate Diploma in Management Practice, targeted at mid-level managers working in an emerging market context. The school also celebrated a record intake of PhD students (27) and research outputs. Senior lecturer Dr Stephanie Giamporcaro was appointed research director, taking over from Professor Ralph Hamann. Dr Giamporcaro, who holds a PhD in Social Sciences from Paris La Sorbonne, has a special interest in responsible investment and developmental and social finance. Her mandate is to continue to grow the school’s research output and quality.
During 2014, the faculty was particularly successful in growing its postgraduate student body, introducing new postgraduate programmes, and securing new research chairs and research funding. These are increasingly helping to develop new connections with the rest of the continent and to establish EBE’s reputation for excellence.

The number of staff with NRF ratings and PhDs continued to rise during 2014. NRF ratings have increased significantly over the past five years – from 35 staff in 2011 to 51 in 2014. The number of staff with PhDs has also risen dramatically from 60% in 2010, and currently stands at 70%.

In undergraduate EBE programmes, funding from the Department of Higher Education and Training for targeted academic development initiatives, as well as the Academic Development Lecturer programme, is aimed at improving the success rates of students. So too are negotiations with the Science Faculty about courses that impede graduation and the ‘tutored reassessment programme’ initiative, although data on the success of these initiatives is not yet available.

The strategy of the faculty is to increase throughput rates in undergraduate years, rather than to increase student intake. EBE’s goal is to achieve an average throughput rate of 72% in engineering programmes by 2018/19. The postgraduate intake is 10% over target.

A curriculum working group in teaching in engineering is looking at innovations, while a new undergraduate elective – Social Infrastructures: Engaging with communities for change – was piloted in 2013 – along with CHED’s Global Citizenship programme to enhance graduate attributes. It was run as a winter term course in 2014, with 60 registered students.

The near-completion of EBE’s three new building projects greatly enhances the space and infrastructure for research. The new student study space on the ground floor of the new Snape building will be a first on the UCT campus.

Putting UCT and South Africa on the map
Three initiatives in particular are driving new research, international collaborations and developmental relevance.

1. A R 2.5 million collaboration with Airbus Defence and Space will put South Africa on the strategic international space technology map through a software tool, Elemental, which is used in ground-breaking modelling and design of space applications such as rockets and satellites.

2. The Centre for Minerals Research acquired a R14 million QEMSCAN 650F (Quantitative Evaluation of Minerals by Scanning Electron Microscopy), to identify valuable minerals in low-quality ore. This was subsidised by the National Research Foundation, to whom the faculty remains extremely grateful.

3. The African Centre for Cities was granted R34 million from the UK-based Economic and Social Research Council (ESRC) and the South African Department of International Development (DFID) to research urban poverty through a food security lens in cities in Kenya, Zambia and Zimbabwe. The ESRC works jointly with DFID to fund world-class research.

Staff and students excel
As in previous years, the accomplishments of our staff and students were recognised nationally. Professor Arnaud Malan (Department of Mechanical Engineering) received an NSTF-BHP Billiton award for Research leading to Innovation through Corporate Organisation. Professor Genevieve Langdon (Department of Mechanical Engineering) was a finalist in the TW Kambule NRF-NSTF Awards.

As part of Cape Town’s World Design Capital programme in 2014, students from the faculty collaborated with a wide range of stakeholders on an exhibition aimed at creatively unlocking the potential of the neglected north Foreshore precinct of the city.
he received the NSTF Technology Women in Science award.

Professor Sue Harrison and Professor Eric van Steen (Chemical Engineering) were elected as new UCT Fellows. Dr Marijke Fagan-Endres received the 2014 Women in Engineering & Technology Women in Science award. She was also a runner-up in the Department of Science and Technology Women in Science award.

Working with the community

Three community-based student projects in particular have made an impact.

Undergraduate architecture students and staff built a water point and seating area for the new football field in Imizamo Yethu in Hout Bay, working with the community to design and build the structures. This is the fourth water platform built in the area, with design and construction integrated into the course curriculum. It was a World Design Capital project.

First-year construction studies students took part in the annual community-outreach programme at Tembaletu, a school in Gugulethu for learners with physical disabilities.

An interdisciplinary team took on the challenge of shack fires in urban informal settlements through developing an early warning system. Detectors have been specifically designed to use heat detection instead of smoke detection to sense fire.

Targets for transformation

Transformation of the academic staff remains a challenge and the Faculty Transformation Committee has developed new targets and strategies for the next five-year period. The target student first-year intake of local African students is 53%, but this has remained steady at 50% between 2012 and 2014. This percentage increases to 53% when incorporating coloured and Indian students.

The undergraduate architecture programme increased its intake of first-year students and increased the number of black South African students in 2014. The ‘tutored reassessment programme’ initiative offered to students failing key courses during the third term has been highly successful in various engineering departments, and will be an increasingly common feature of the faculty’s assessment strategy going forward. This initiative is directly helping to improve the success of black students.

Overcoming obstacles

There was a significant threat to the continuity of the undergraduate engineering teaching programme when the construction company responsible for the new Snape building declared bankruptcy, and promised classrooms for the second semester were put on hold. With cooperation from staff and great assistance from Properties & Services, the project manager and Classroom Services at UCT, classes were moved to temporary accommodation in building foyers, the Sports Centre and other venues. The move back to the new venue, well over a month later, was successful.

Five-year strategic plan

In 2014 the Faculty reviewed its previous five-year strategic plan and developed a new strategic plan for the next five years. The plan is guided by values which include fostering a culture of excellence, respect, integrity and safety, underpinned by caring and compassion.

The plan builds on strengths developed in the previous period – to build and transform our human capital base, to value and develop all staff and students and to strengthen the impact of research and innovation. The plan also aims to promote research-led teaching within a research-intensive environment, develop international and Africa-wide links, and promote financial sustainability and good governance. Strong links with government, business leaders and alumni will be key to achieving these goals in a context of increasing financial constraint.
The Faculty of Health Sciences (FHS) prides itself on being the faculty of choice for many students seeking world-class healthcare training. Leading health practitioners and scientists globally have studied health sciences at UCT. The faculty is recognised for its cutting-edge research, and boasts a third of UCT’s A-rated scientists. The faculty encourages research that addresses health challenges in a developing context, with a particular focus on Africa.

For the second year in succession UCT attracted most funding for direct grants from the US-based National Institutes of Health (NIH) than any non-American university – with the Faculty of Health Sciences (FHS) taking the lion’s share. The awarding of these prestigious and highly competitive grants is based on excellence, as observed by international peers.

The FHS also received an MRC Collaborating Centre for Malaria, a Gynaecological Cancer Research Centre, four Collaborating Centres for TB and/or HIV/AIDS, and a new extramural MRC unit.

Three MRC Silver Medals were awarded to recent postdoctoral researchers – Associate Professor Tom Scriba, Associate Professor Prof Helen McIlleron and Dr Grant Theron – for scientific or capacity building contributions.

The NRF awarded 2014 Career Advancement Fellowships to 12 FHS researchers and filled three vacant Research Chairs. Professor Lionel Opie was awarded the NRF Lifetime Achievement Award. Professor Heather Zar became the first Africa-based researcher to win the World Lung Health Award, in recognition of work that has “the potential to eliminate gender, racial, ethnic, or economic health disparities worldwide.” Professor Tim Noakes was awarded the prestigious South Africa Medal (Gold) by the South African Medical Research Council (MRC). Platinum Medals for Lifetime Achievement were awarded to Professor Gregory Hussey, Director of Vaccines for Africa, and Robin Wood, co-founder of the Desmond Tutu HIV Centre and the Desmond Tutu HIV Foundation.

Innovation milestones
Highly competitive international grants, such as those from the Wellcome Trust, were awarded to our researchers. The international status of our researchers also resulted in the FHS achieving significant recognition from the South African Medical Research Council (MRC) and the National Research Foundation (NRF). The MRC granted 14 Strategic Health Innovation Partnership awards, as well as a Flagship award.

The year saw two breakthroughs in asthma management, which both hope to significantly improve the quality of life of patients. They are the pioneering bronchial thermoplasty procedure, and a low-cost asthma spacer alternative.

Ground-breaking studies produced new knowledge in various fields, from life-saving treatment for HIV and meningitis to the reduction of TB. The question of whether steroids are effective in treating TB pericarditis was settled in the affirmative, while a unique, inexpensive plastic heart valve was developed to help children with rheumatic heart disease in sub-Saharan Africa and the rest of the developing world.

Expanding African connections
A number of the faculty’s academic groups continued their research and training activities within Africa, with global impact. This was highlighted during the milestone 10th anniversary events for the Institute of Infectious Disease and Molecular Medicine (IIDM) and Vaccines for Africa (VACFA), as well as by the Lung Institute, which celebrated its 15th anniversary. These research groupings showcased impressive growth in diversified cutting-edge, translational research and capacity-building. Notably, the faculty continues to train many postgraduate students from countries across Africa. In 2014, 27% of all our PhD candidates and postdoctoral students came from African countries apart from South Africa.
South African Association for the Advancement of Science (SASA) for his work in sports science. 

Three MBChB (Medicine) graduates – Alexander von Klemperer, Tinashe Chandauka and Jessica Price – were awarded Rhodes Scholarships to study at Oxford University.

Members of staff across all divisions continue to contribute to society through involvement with NGOs and global health organisations through high-impact research that translates into improved practice, education and health care. They also provide expertise in formulating local and national health policy.

Professor Crick Lund (Department of Psychiatry and Mental Health) won UCT’s Alan Pifer Award in recognition of outstanding welfare-related research. His work has highlighted the need for providing mental health services, especially to the poor and marginalised. He has also contributed to establishing national mental health policies and improved practice.

SHAWCO Health marked its 70th year with a new health and rehabilitation clinic in Mfuleni and a paediatric clinic in Manenberg in Cape Town. It also sharpened its focus on the core values of the Primary Health Care approach in all the clinics.

Many of our students continue to work as volunteers throughout the community, in tune with our commitment to growing the next generation of caring and competent health practitioners and scientists.

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Towards deeper transformation

The Faculty Transformation and Professional Standards Committees continued to focus on updating our programmes so that UCT-trained graduating doctors are well equipped for the South African public health context. In 2014 they focused on the fifth- and sixth-year programmes.

Following a review of anomalies in the Department of Clinical Laboratory Sciences (CLS) structure, it was recommended to the Senate that the CLS be split into two new departments – the Department of Integrative Biomedical Sciences, which will house the biomedical sciences, and the Department of Pathology, which will house the clinical pathology disciplines.

Dealing with challenges

The global recession impacted the faculty’s growth strategy, and affected its work in raising much-needed funds for infrastructure, staff and research capacity development. In response to the Minister of Health’s call to grow the number of doctors in South Africa, the FHS continued to increase the first-year MBChB intake. However, this is putting strain on both the faculty’s resources and its teaching platform.

Aside from institutional financial constraints, there was pressure to cut the costs of joint-funded staff from both the provincial government and the National Health Laboratory Service (NHLS).

Securing financial support for undergraduate and postgraduate students remains an ongoing challenge, as the need for assistance is increasing. Staff and alumni generously stepped in to assist with some emergency relief through the Students in Distress Fund. There are plans to find a more sustainable solution for sourcing these funds, including a donations campaign targeting FHS staff, students and alumni.

High scores in global rankings

The FHS was listed 48th in the world in 2014, according to the Times Higher Education World University Ranking, up from 50th in 2013. This position places UCT not only as the leading health sciences university in South Africa, and indeed Africa, but also as the only university in the Top 50 for this category in any developing country globally.

The faculty’s track record of research was also acknowledged, with the university receiving a high score with regard to citations or ‘research influence’. This demonstrates that the FHS’s work to tackle the health challenges of Africa and South Africa is not only locally relevant, but also internationally recognised for its excellence.
HUMANITIES

With more than 6 000 students, the Faculty of Humanities remains UCT’s largest faculty. It consists of three academic clusters – the arts, social sciences and the performing arts – which cascade into 15 departments spread over four campuses – three in Rondebosch and one in the centre of Cape Town. The faculty has become an intellectual meeting point between Africa and the world, and draws students and academics from across the globe.

A year of ‘firsts’

2014 was a year of many ‘firsts’ in the Faculty of Humanities. The UCT School of Education announced a collaborative partnership with Intel Corporation to support a new research and innovation hub called the Educational Technology Inquiry Lab (ETILAB). The research hub brings together postgraduate students, academics and educators from across South Africa, Africa and the rest of the world, to identify ways in which low-cost technology can be integrated into teaching solutions to suit local conditions. The partnership will ensure access to state-of-the-art technologies for researchers and educators.

Chilean President Michelle Bachelet was the guest of honour at a discussion in Jameson Hall on gender equality titled “Does Gender Still Matter to the Ongoing Work of Political and Economic Liberation?” It was organised with the Nelson Mandela Foundation, and was hosted by UCT Chancellor Mrs Graça Machel.

South Africa’s first-ever international conference on political psychology was held at UCT. The conference was coordinated by the Department of Psychology and attended by local and international practitioners and academics.

In October, the faculty partnered with the Sunday Times to host the first in a series of public panel discussions titled “The University and Society.” The theme of the inaugural event was “Transformation within higher education,” a topic that continues to spark rigorous debate within the university and in the media space.

In 2014, the faculty conferred a record number of degrees (1 874) in four separate humanities graduation ceremonies. Of these, 236 students were awarded degrees, diplomas and certificates with distinction.

The 80th anniversary celebrations for the UCT School of Dance took centre stage in 2014 and were marked by a spectacular Dance UCT production in October.

Teaching and learning

The faculty continued to meet its overall undergraduate enrolment targets. In 2014, it exceeded these targets in the equity group category, and it remains on track to diversify the student body further through active recruitment in target markets.

A student recruitment project called the Wannabe@Humanities network is one way of doing this. Established in 2011, the programme identifies and mentors grade 11 and 12 learners who demonstrate both academic potential and an interest in the humanities. The project continues to thrive, boasting close to 50 successful undergraduate applicants for the 2015 academic year.

The faculty is committed to supporting its students, not only in terms of academic support, but also in terms of psychosocial support. In the newly-created post of Faculty Student Development Officer, Verusha West-Pillay provided much needed support and guidance to students facing academic and other crises, through both individual consultations and group interventions. She also runs the faculty’s increasingly popular mentorship programmes.

Following an initial investigation, which revealed a number of students at risk of failing, a Throughput Task Team was established in the faculty. The team continues to identify barriers to student success and identifies ways to increase pass rates across academic years of study.

Recruiting Semester Study Abroad (SSA) students remains a key strategic priority for the faculty. In 2014, humanities attracted 74% of all SSA student visitors to UCT. The popular programme offers international students a stimulating and varied semester at UCT.

New labs ease the load

In response to a request by the Humanities Student Council, the faculty’s first 24-hour lab was set up to help students who have limited access to personal computers for coursework, assignments and exam study.

Five student technology/lab spaces were upgraded in December 2014. These include two new video labs and the extensive renovation of labs in the South African College of Music to accommodate the introduction of a new Music Technology programme aimed at postgraduate students. The first cohort of Music Technology students registered in 2014. The four-year BMus degree in Music Technology is a new
undergraduate academic programme at the South African College of Music. The faculty is on a drive to grow postgraduate numbers, which will in turn support the strategy to increase research output. As the faculty has a high proportion of staff with postdoctoral qualifications, it is feasible to increase the number of supervisors available to students.

Towards a more diverse staff profile
A significant number of permanent academic appointments were made during the period 2013-2014. Three associate professors, five senior lecturers and seven lecturer posts were filled. In general, there has been growth in the number of equity appointments made across the designated employment category.

In line with the university’s strategic goal of increasing staff diversity, the faculty has made efforts to appoint more women to leadership roles. This is expected to commence in 2016.

Research milestones in 2014
Humanities Postgraduate Diploma (PGDip) registrations have increased significantly following the introduction of the foundation phase. This supports the strategy to raise postgraduate student recruitment and enrolment, particularly at PhD level.
The faculty has been able to extend its Portuguese offering as a major subject, thanks to funding for a lecturing post by the Portuguese government. The Brazilian government has also funded a senior lecturing post, beginning 2014, while the Portuguese government has initiated discussions about another senior lecturer post, which is expected to commence in 2016.

Staff and student awards
The 2014 UCT Book Award was presented to Professor Nicoli Nattrass for her book *The AIDS Conspiracy: Science Fights Back*.
Two humanities students were recognised for their extraordinary contribution and commitment to the university’s vision, mission and values. Jessica Breakey received the Executive Director’s Award for her contribution while serving on the 2014 SRC, while Keenan Hendrickse received the Deputy Vice-Chancellor’s Award for his leadership and sound student governance skills.

Senior lecturer in the Centre for Film and Media Studies and director of the African Cinema Unit Dr Ian-Malcolm Rijjsdijk was among six UCT academics to receive a National Excellence in Teaching and Learning Award for 2014. The award was given in recognition of his inspiring teaching methods, and was presented by the Higher Education Learning & Teaching Association of Southern Africa (HELTASA) and the Council for Higher Education (CHE).
Seven humanities academics received NRF ratings in 2014, bringing the total number of NRF-rated researchers in the faculty to 79, five of whom are A-rated researchers.

Reaching out to the community
Faculty staff and students immersed themselves in partnering with communities surrounding the university. Students took part in various projects in the community, from art workshops with the children of Umhlu Welanga in Khayelitsha to a Stepping Stone project involving staff and students of the Centre for Film and Media Studies in training a new generation of filmmakers.
Together with students, several academics were involved in the Zabalaza Theatre Festival, which is designed to support emerging talent in the performing arts. Others still were active in providing a social support network for a group of pregnant women and women with small babies, through the Manenberg Mothers’ Meetings. This group is part of the research activities contained within Professor Fiona Rusi’s (Anthropology) AW Mellon Research Chair.

In response to rising homophobia and laws against same-sex sexualities in Africa, the Institute for Humanities in Africa (HUMA) coordinated a mid-year series of events and a symposium titled “Queer in Africa: Confronting the Crisis”. The event brought together African academics, artists, activists and journalists from across the continent.

The 2014 Social Responsiveness Report provides greater details of these and other faculty initiatives.

Moving into 2015 with optimism
Some key staffing decisions, together with transformation, topped our priorities in 2014. Transformation will continue to be a central focus of the faculty in 2015.

We are very encouraged that we are succeeding in attracting leading scholars as well as excellent young students from all over the country and the world. We continue to produce a large number of research publication outputs, while our graduates receive arguably the best humanities and social science education in the country.
The Science Faculty made several strides in 2014, through a number of activities and developments. The Faculty Board adopted a new Strategic Research Plan aimed at strengthening the impact and visibility of the faculty’s research enterprise. Efforts will be focused in six multi-disciplinary impact areas in which the faculty believes it has the ability to be a global leader. This major milestone resulted from the previous year’s international research review. The framework is now firmly in place and will inform resource allocation in the coming years.

The faculty also focused sharply on lobbying, developing awareness and laying the groundwork for establishing a Big Data centre at UCT, to ensure that the Science Faculty and the university are able to play a leading role at improved undergraduate throughput in the area of research, where output units were up by some 15%, and in decreasing the number of undergraduate academic exclusions, which were 40% down on 2012 levels, and 5% down on 2013. Both of these factors illustrate very promising trends.

Research funding from our primary source, the NRF, returned to more reasonable levels and most staff were successful in acquiring meaningful research grants. The faculty’s new PhD funding programme to further increase PhD numbers was successfully launched. The number of PhD graduates, at over 80, was at an all-time high.

At the undergraduate level, the first foray into blended learning by the Department of Statistical Sciences represented a major shift in mindset for the faculty. Early indications show that this has been extremely successful, with significantly improved pass rates on a traditionally difficult course.

Research outputs on the rise

Most advances within the faculty’s strategy were in the area of research, where output units were up by some 15%, and in decreasing the number of undergraduate academic exclusions, which were 40% down on 2012 levels, and 5% down on 2013. Both of these factors illustrate very promising trends.

A new A1-rated researcher, Professor Russ Taylor, from the Department of Astronomy, was recognized by the NRF Astronomy now has four A-rated researchers. All A-rated researchers who were re-evaluated were successful in retaining their rating, a reflection of their international leadership positions. Two new URC-accredited research centres were established: the Biopharming Research Unit (BRU) in Molecular & Cell Biology, and Statistics for Environment and Ecology Centre (SEEC) in Statistical Sciences.

Staff and students scoop awards

Staff and students across the faculty received recognition and a number of prestigious awards during the year. Professor Daya Reddy (Maths & Applied Maths) was nominated as president elect of the International Council of Scientific Unions (ICSU), while Professor Russ Taylor (Astronomy) was appointed as the joint UCT/ UWC, Ska Chair. Two academic staff received Distinguished Teacher Awards – Associate Professor James Gain (Computer Science) and Dr Spencer Wheaton (Physics). Professor Gary Marden (Computer Science) was posthumously elected to the CHI Academy, which recognizes international leaders who have shaped the discipline and led research and innovation in computer/human interactions.

Professor Jill Farrant (Molecular & Cell Biology) was named one of the 21 ICONS of South Africa for her work on plant response to water-deficit stress, while Associate Professor Coleen Moloney (Biological Sciences) was the first woman to win the Gilchrist Memorial Medal for her research into marine food webs and ecosystems under global change.

Student programming teams from the Department of Computer Science finished in the first six places in the 2014 National Standard Bank CIB IT Challenge, beating 60 teams from 11 South African universities. Another student team from the Department of Computer Science won the ACM International Collegiate Programming Contest (ACM ICPC) Sub-Saharan Region. Student Lisa du Buisson (Maths & Applied Maths) was awarded both a Rhodes Scholarship and a Fulbright Scholarship, giving her the choice to complete her PhD either at Oxford or in the USA. Wunmi Isafade (Computer Science), and Emma Gray (Molecular & Cell Biology) won UNESCO- L’Oreal Women in Science Fellowships for their PhD and MSc research, respectively.

Transformation update

Transformation remains slow in the faculty. The undergraduate student body has a reasonably good demographic distribution,
but throughput remains uneven. Fortunately, academic exclusions have reached an all-time low, and progress has been made with the newly-designed Extended Degree Programme, which gives students from disadvantaged schooling backgrounds a reduced load in first-year and extends the curriculum over a four-year period.

Postgraduate demographics are troubling, with most black students hailing from other countries in Africa. Staff demography remains a matter of deep concern, and a new equity plan has been developed and adopted by the Faculty Board. This will place the faculty on a new trajectory, and hopefully lead to positive results.

**Tackling budget constraints**

The greatest test faced in 2014 was accommodating the reduced, austerity budget requirements. Developing a strategic four-year savings plan that would meet savings targets but not overly compromise the academic enterprise was a challenge to which the department heads have responded extremely positively. Savings are to be achieved largely through natural staff attrition against a transparent framework for academic staff, and a slightly more subjective approach, but supported, with respect to PASS staff. Heads of departments are starting to be more proactive about tapping into possible new revenue streams.

**Social responsiveness**

The Department of Environmental and Geographical Sciences, which was ranked 34th in the world on the QS University Ranking system, has been involved in a range of socially responsive activities. Associate Professor Sophie Oldfield received the Social Responsiveness Award for her engagement and collaborative research work with a number of NGOs and community-based organisations in Cape Town, in particular the Mandlovu Institute in New Crossroads, Nyanga, and a community-based civic organisation, the Valhalla Park United Front Civic Organisation.

Staff are actively participating in a range of projects, including sovereignty for small-scale farmers, developing networks, and promoting needs-based research on agroecology.

Coastal and Small-scale Fisheries produced a civil society report which contributed significantly to the final Voluntary Guidelines for Securing Small-scale Fisheries in the Context of Food Security and Poverty Eradication, adopted by the UNFAO Committee on Fisheries (COFI) in Rome in June 2014. In collaboration with various social partners (Masifundise, the Legal Resources Centre and Coastal Links) and the Ebenhaeser fishing community, a revised management plan was finalised for the Olifants Estuary that recognises the rights and socio-economic needs of traditional fishers.

The annual UCT Mathematics Competition – which identifies promising high-school learners and offers them the opportunity to develop their mathematical talents – attracted over 8000 school pupils to campus in April. In July UCT was the proud host to the 2014 International Mathematical Olympiad (IMO), the world championship of mathematics. It is the oldest and biggest of the major international science olympiads for high schools and drew participants from more than 100 countries to campus.

**Looking ahead**

The faculty’s strengths into the future are its stability and clear direction, focused on delivering against the three major new strategies: research, teaching and throughput, and equity. Department heads are all fully behind the imperatives; and despite the budget squeeze, there is confidence that the faculty will continue to deliver world-class teaching and research.
2014 was marked by a significant increase in the number of students admitted to the LLB programme, together with an increase in research output. It was also a year of vigorous engagement by the Teaching and Learning Committee in the promotion of best teaching practices. Associate Professor Mohamed Paleker received a prestigious national excellence in teaching award – one of only six awarded nationwide. A teacher renowned for his skill, he had previously received the UCT Meritorious Award for Teaching, in 2004.

The Centre for Law and Society continues to have significant impact in the areas of customary law and traditional leadership. Professor Chuma Himonga, who holds the NRF Chair in Customary Law, co-hosted a workshop on customary marriage, while the Institute of Marine and Environmental Law hosted a very successful Environmental Law Film Festival in 2014. The Refugee and Rights Clinic hosted the Cape Town programme on International Refugee Law, and the Institute of Development and Labour Law once again successfully co-hosted the national Annual Labour Law Conference.

Transformation in the faculty progressed in 2014, with a substantial increase in the number of black students, and steady improvement in pass rates through all academic years. The demographic profile of our students is starting to better reflect national demographics. Black, coloured and Indian students comprise 40% of the law student body (49% in the LLB), while 41% are white (48% in the LLB) and 19% are international (35% at the postgraduate level). Diversity is pivotal to the faculty, and while progress has been made, this remains a key priority moving ahead.

2014 also saw significant international recognition of the faculty’s research. The faculty was ranked 40th in the top 100 law schools worldwide. Professor Clifford Shearing was identified as one of the top 10 most-cited scholars internationally in the field of criminology and criminal justice. Professor Mark Shaw was appointed to the NRF Research Chair in Justice and Security in Africa.

The faculty’s international strategy, which prioritises establishing links throughout the African continent, received a substantial boost when the Centre for Comparative Law in Africa (CCLA) received an endowment of R50 million. This will go a long way towards ensuring the CCLA fulfils its mission to contribute to the development of comparative law in Africa by building capacity across the continent through its academic programmes and disseminating new knowledge in comparative law in Africa.

Thanks to the efforts of the faculty’s development and marketing manager, Pauline Alexander, and former dean Hugh Corder, the Law Endowment fundraising campaign exceeded its target by 24%. Pauline’s stellar work was acknowledged when she received the Vice-Chancellor’s Medal in recognition of her important contribution to developing a new model for alumni relationships and fundraising for UCT. A consequence of this successful fundraising campaign is that R2.4 million was awarded to over 60 students in 2014.
UCT law alumni are particularly generous, with 74% of law endowment funds coming from individuals, versus the UCT average of 7%. However, despite alumni generosity and contributions from staff and student to the student crisis fund, and financial aid provided by both the government and UCT, funding for undergraduate and postgraduate students remains a challenge.

UCT law students continued to be very active in civil society in 2014. In a programme unique to UCT, law students are required to complete a total of 60 hours of unremunerated community service during their degree. In addition, many students become involved in the Legal Welfare Community Organisation (LAWCO), which provides basic legal education to disadvantaged schools and communities in and around Cape Town. During the year, the students also ran workshops aimed at educating high school learners about their fundamental rights and how to enforce them. Apart from empowering teens, the workshops provide an understanding of studying law at UCT.

Many UCT law students are also involved in Students for Law and Social Justice, a partnership with other universities in South Africa which aims to protect human rights, prevent discrimination and promote social justice and the rule of law.

A record 10 books were published in 2014 and an interesting feature of this year’s output was the collaborative nature of the works, to which some 30 members of the faculty and 12 alumni contributed, either as editors or authors or both. The two major individual works were the fourth edition of *Principles of Criminal Law* by Jonathan Burchell and the second edition of *Environmental Law in South Africa* by Jan Glazewski.

Staff and students were involved in giving back in a range of other initiatives, among them 30 law faculty members volunteering to provide free advice to the Legal Resources Centre, South Africa’s largest public interest and human rights law clinic.

Seen as a whole, 2014 proved to be an extremely productive year.
with a total of 1,729 participants in various programme held 131 events for learners, with the aim of getting these students up to speed. Winter camps, Saturday classes and workshops, students in various ways, including through year. The 100-Up programme is aimed at learners successfully promoted to their second academic with 20 Khayelitsha schools. Nearly all were admitted to UCT as a result of a partnership cohort of 79 100-Up Plus students were of 182,745 job views by students during 2014. There were a total MyCareer portal increased by 41%, from 3,079 while graduate vacancies posted on the employers engaged with the Careers Service, Africa by Employers award. Some 447 new and received the Best Careers Service in South Africa by LSE and UCT faculty members. The LSE-UCT July School nearly doubling the number of students from more than 40 countries, many of them from Africa. The students spend time at UCT in July studying social science issues relevant to Africa today, and are taught by LSE and UCT faculty members.

UCT’s Careers Service had a bumper year, and received the Best Careers Service in South Africa by Employers award. Some 447 new employers engaged with the Careers Service, while graduate vacancies posted on the MyCareer portal increased by 41%, from 3,079 in 2013 to 5,166 in 2014. There were a total of 182,745 job views by students during 2014.

Facilitated by the Careers Service, the first cohort of 79 100-Up Plus students were admitted to UCT as a result of a partnership with 20 Khayelitsha schools. Nearly all were successfully promoted to their second academic year. The 100-Up programme is aimed at learners from disadvantaged backgrounds who are keen to attend UCT. It coaches promising potential students in various ways, including through winter camps, Saturday classes and workshops, with the aim of getting these students up to speed.

Careers Service’s Beyond School careers programme held 131 events for learners, with a total of 1,729 participants in various activities. These Beyond School workshops emphasise that career development is an ongoing process, and help high school learners explore their options to ensure more informed study and career decisions.

The National Benchmark Test (NBT) Project continues to establish the NBTs nationally as a key feature in the admissions and placement of applicants to higher education. The NBTs were commissioned by Higher Education South Africa (HESA) with the task of assessing academic readiness of first-year university students, as a supplement to secondary school reports on learning achieved in content-specific courses. The NBT reports results by benchmarks to better inform learners and universities about the level of academic support that may be required for successful completion of tertiary programmes. There were an additional 10,000 writers in 2014, and a new three-year contract was signed with HESA.

In partnership with the Office of Postgraduate Studies, CHED’s suite of programmes for supporting postgraduate students has grown and is becoming increasingly sought after. Navigating Research Literacies, for example, has run a successful face-to-face, one-week programme, and is being developed for online open access.

UCN’s research showcased

CHED took the decision to put journal articles published since 2006 into the OpenUCT repository (see page 22), and at this point, it is the faculty with the most research available and visible. CHED research output and teaching and learning materials have been viewed and downloaded multiple times. Popular views include articles on curating content, and a guide for first-year students wanting to study at university. This forms part of a commitment to disseminate research openly and promote visibility of UCT.

Advancing academic careers

The New Academic Practitioners Programme (NAPP) has become an established feature in the induction of new academic staff. In this programme, new staff are oriented to both their research careers and their careers as teachers. By the end of 2014 this programme was fully subscribed for 2015, and there was a waiting list for 2016.

Transformation at the heart

At the core of CHED’s mission is transformation – ensuring equity of access and equity of outcomes. This means that talented and deserving students who might not otherwise be admitted are offered a place at UCT, and placed in programmes that will enable them to succeed. The lessons learned from these programmes are increasingly being ‘mainstreamed’ for all students.

The First Year Experience (FYE), for example, offers an integrated approach to student support and development, linking initiatives that respond to the academic, social and material needs of students. The FYE project helps students negotiate the transition from school to university, and make use of the resources at UCT to achieve their full potential.

The success of CHED’s transformation agenda is dependent on the richness in diversity and experience of its own staff. The new Equity Plan developed in 2014 has identified a number of strategies for shifting the profile of CHED staff.

Responding to challenges

UCH offers extended degree programmes in all faculties. In 2014 the Department of Higher Education and Training (DHET) increased its earmarked foundation provision funding to UCT. The challenge is for UCT’s faculties to fully capitalise on this provision by identifying and placing students who would benefit from access to these programmes. This is one of UCT’s key equity strategies, and critical to the success of the revised admissions policy to be implemented in 2016. CHED’s foundational provision funding from DHET forms an excellent base from which to explore the feasibility of developing further extended degree programmes in key areas.

CHED moves full steam ahead

The faculty enjoys productive partnerships with all the faculties and key Professional, Administrative and Support Service staff (PASS), such as Student Affairs, Libraries and the International Academic Programmes Office (IAPO), which help to embed CHED’s work across the university.
FINANCIAL MANAGEMENT

UCT pays particular attention to financial management, seeking to ensure a combination of good practice, stewardship and forward projection that provides the university with the financial resources needed to meet its objectives. The comprehensive university financial plan consists of seven distinct yet interrelated components:

- Continuing educational operations;
- Research and other operations similarly dependent on specific funding;
- Staff and student housing operations;
- Investment income and financing expenditure;
- Capital expenditure;
- Capital structure and financing; and
- Cash flow planning.

HIGHLIGHTS 2014

Continuing educational operations

These encompass the main recurrent operating activities that provide and support teaching and learning.

Total recurrent operating income increased by R167 million (7.7%) to R2,334 million, mainly from an increase in tuition and other fee income of R103 million (11.4%) to R1,025 million.

State subsidy, the largest income source, again provided a lower than inflation increase of R36 million (3.3%) to R1,104 million. The increase in tuition fees comprised a general increase of 10.7% (R94 million); increased enrolments generated a further R11 million, mainly in the Faculties of Commerce and Law.

Expenditure grew by R170 million (7.6%) to R2,394 million, mainly due to an increase in personnel costs of R150 million (10.8%) to R1,543 million. Expenditure other than personnel increased by R20 million (2.4%) to R851 million. Financial aid and scholarships from the operating budget increased by R13 million (9.9%) to R139 million. Other operating expenses decreased by R0.765 million to R676 million.

Our undergraduate students received R538 million in total financial support, up from R505 million in 2013. This support comes from various sources. Corporate and other external bursaries support students to a value of R259 million, and NSFAS provided loans amounting to R105 million. UCT contributed R117 million from council controlled funds. In addition, income from endowments and other funds contributed R57 million.

The recurrent operations generated a deficit of R60 million, following a deficit of R57 million in 2013. This is mainly a consequence of the reductions in state subsidy. Were it not for the increases in fee rates and in additional enrolments the situation would have been far worse.

Research and specific funding

Research and other specifically funded activities are usually outside the decision rights of university management (who nevertheless usually retain governance and monitoring rights, and often approval rights). While these activities are of important academic and social value, they add considerably to the financial risk of the university, particularly in respect of the management of cash flows and accounts receivable.

Increase in revenues

Revenues increased by 29.5% to R1,975 million. Government-related grants increased by 43.7%, from R295 million to R423 million, while contract research continues to expand, growing by 23.1% to R333 million. The university has experienced substantial growth in research activity for an extended period, which has placed significant demands on hard-core administrative departments, which in most cases have received little real increases in resources. As these departments become over-stretched, the risk of reputational damage increases.

A record of 88 patent applications were filed in 2014, 58 of these being for national phase applications, many of which were paid for by commercial partners via license arrangements. Income from donations and gifts amounted to R329 million compared to the R180 million raised in 2013, which incorporated a single major bequest.

Staff and student housing

The Staff and Student Housing Unit is required to cover its costs and provide enough resources for long-term maintenance; and ideally, to contribute towards extending the housing stock, thereby providing greater access to UCT.

However, given the recent capital programme, which has substantially expanded the housing stock with the addition of the Graça Machel and Obz Square residences, the housing sector is unable to fund any further expansion. Consequently, any further expansion of the residence sector will need to compete with all other calls for capital inputs across the university.

Fee revenues increased by 12.4% to R358.6 million. While generating a recurrent surplus of R9.5 million, these failed to meet debt repayment obligations. The increased fee revenue in student housing resulted primarily from increased fees of 15.38% on catering accommodation, 13.68% on self-catering accommodation and 7% on food. Increases in operating costs were mainly due to the increased student numbers and increased utility costs. UCT’s continual failure to capitalise on vacation accommodation opportunities and commercial space has compromised the servicing of the debt.

Capital structure and financing

Capital expenditure of R307 million was in line with that for 2013. Practical completion of the new Snape building adjacent to the New Engineering Building was achieved by the end...
of the year with six classrooms (130 seats each) available for use as of August 2014. Enabling works on the much-needed large lecture theatre commenced in December 2014, after Heritage Western Cape accepted a revised proposal in October 2014.

Capital structure and financing is informed by the relationship between reserves and borrowings, the extent to which these are underpinned by assets, limitations on their alienability, and their liquidity. This defines our borrowing capacity which is constrained by our ability to service the debt.

The capital projects outlined above, partly funded by infrastructure grants from the Department of Higher Education and Training, have been financed without recourse to external borrowings. This was made possible by being alert to, and taking advantage of, timing opportunities, careful cash planning and management, and being prepared to accept a modicum of financial risk. Liabilities total R1420 billion against total assets of R8231 billion; a debt ratio of 0.17. In fact, since the end of 2014 the university is free of interest-bearing debt.

Cash flow planning
The cash flow cycle at UCT has a low point at the end of January and peaks in July/August, after the bulk of the fees and most subsidies have been received. Careful planning and management of our cash is crucial in generating interest income and in providing the capacity to undertake projects, subject to a revised financial assessment at such time.

Sustainability
The financial sustainability of UCT is a function of recurrent operations and free cash reserves. While the operating margins are low, the risk is somewhat mitigated, as we know the bulk of our income (subsidy and fees) early in the operating cycle. If these were significantly different from plan we would have the opportunity to react and adjust our operations accordingly. For the fifth consecutive year our free cash reserves were within the guidelines contained in our financial policy. However, the real reductions in state funding provide a warning against complacency, and emphasise the importance not only of being within our free cash reserve target, but that we should edge towards the upper half.

Of the overall operating surplus of R676 million reflected in the Consolidated Income Statement, R571 million arises from specifically funded restricted activities. While these activities contribute to the mission of the university, they do not often provide for sustainability; rather, they draw on the infrastructure.

Council-controlled unrestricted operations produced a deficit in 2014 of R60 million (a R57 million deficit in 2013). The actual surplus attributable to Council-controlled unrestricted funds, as in the Consolidated Income Statement, is R93 million, compared to R40 million in 2013, investment income of R171 million (R111 million in 2013) being the major contributor in both years to the difference between this and the deficits referred to above.

Future challenges
State subsidies in respect of Council-controlled activities grew by 3.3%, a little less than in 2013 but still a reduction in real terms. The economic circumstances are such that this trend is likely to continue and possibly worsen. The circumstances are risky for all parties; to date our policies and practices have enabled us to continue operating with minor disruption, but we would not be able to do so indefinitely.

Research-related grants grew by 43.7% (a 16.4% reduction in 2013), while contracts grew by 22% (16.3% in 2013). The long-term goal of UCT is to be research intensive, and this growth trajectory is in line with this objective. To mitigate the risk of this continued intensified research, a project has been initiated with the objective of improving all research-related support, and is underpinned by the selection of an appropriate IT system for the effective administration of research at all steps in the research value chain. The department has a concurrent project to assess the suitability of its organisational structures and skill levels within Central Research Finance, to support such intensified growth and related administration systems.

The interfaces between subsidy, fees and expenditures are in a state of tension. Plans have been implemented to curtail cost and enhance income, so as to return to the policy target operating surplus by 2018. However, further curtailment may still be necessary before then to ensure financial sustainability beyond 2018.
### CONSOLIDATED STATEMENT OF FINANCIAL POSITION
**AS AT 31 DECEMBER 2014**

<table>
<thead>
<tr>
<th>Note</th>
<th>2014 R’000</th>
<th>2013 R’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>2,442,407</td>
<td>2,212,079</td>
</tr>
<tr>
<td>Investments</td>
<td>4,126,048</td>
<td>3,731,740</td>
</tr>
<tr>
<td>Investments in associates</td>
<td>4,468</td>
<td>-</td>
</tr>
<tr>
<td>Non-current receivables and prepayments</td>
<td>4,637,748</td>
<td>1,349,163</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventories</td>
<td>585</td>
<td>-</td>
</tr>
<tr>
<td>Accounts receivable and prepayments</td>
<td>234,410</td>
<td>242,052</td>
</tr>
<tr>
<td>Loans to employees</td>
<td>-</td>
<td>75</td>
</tr>
<tr>
<td>Student fees receivable</td>
<td>58,667</td>
<td>55,127</td>
</tr>
<tr>
<td>Cash at bank and cash equivalents</td>
<td>1,364,086</td>
<td>1,051,282</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACCUMULATED FUNDS AND LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Accumulated funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-distributable funds</td>
<td>6,572,923</td>
<td>5,948,176</td>
</tr>
<tr>
<td>Revaluation reserve</td>
<td>1,657,748</td>
<td>1,349,163</td>
</tr>
<tr>
<td>Restricted funds designated for specific activities</td>
<td>2,020,347</td>
<td>1,864,399</td>
</tr>
<tr>
<td>Education and general</td>
<td>3,177,374</td>
<td>2,982,774</td>
</tr>
<tr>
<td>Student and staff accommodation</td>
<td>1,590,067</td>
<td>1,476,603</td>
</tr>
<tr>
<td>Unrestricted council controlled funds</td>
<td>1,848,017</td>
<td>1,196,947</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>987,230</td>
<td>787,958</td>
</tr>
<tr>
<td>Provisions - employee benefits</td>
<td>476,488</td>
<td>364,348</td>
</tr>
<tr>
<td></td>
<td>510,742</td>
<td>423,630</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>987,230</td>
<td>380,410</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>282,942</td>
<td>56,492</td>
</tr>
<tr>
<td>Student deposits</td>
<td>49,482</td>
<td>40,534</td>
</tr>
<tr>
<td>Provisions - employee benefits</td>
<td>41,987</td>
<td>50,692</td>
</tr>
</tbody>
</table>

### CONSOLIDATED INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2014

<table>
<thead>
<tr>
<th></th>
<th>2014 R’000</th>
<th>Unrestricted</th>
<th>Specifically Funded</th>
<th>Student and Staff Housing</th>
<th>TOTAL</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recurrent revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State appropriations, subsidies and grants</td>
<td>1,102,131</td>
<td>425,326</td>
<td>1,527,502</td>
<td>-</td>
<td>1,527,502</td>
<td>12.1</td>
</tr>
<tr>
<td>Tuition and other fee revenue</td>
<td>1,025,131</td>
<td>-</td>
<td>1,025,131</td>
<td>300,951</td>
<td>1,326,082</td>
<td>11.7</td>
</tr>
<tr>
<td>Income from contracts</td>
<td>-</td>
<td>833,194</td>
<td>833,194</td>
<td>-</td>
<td>833,194</td>
<td>22.1</td>
</tr>
<tr>
<td>Rendering of services</td>
<td>197,623</td>
<td>235,584</td>
<td>433,207</td>
<td>32,738</td>
<td>465,945</td>
<td>5.9</td>
</tr>
<tr>
<td>Donations and gifts</td>
<td>7,506</td>
<td>326,713</td>
<td>334,219</td>
<td>-</td>
<td>334,219</td>
<td>77.8</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>2,334,436</td>
<td>1,820,817</td>
<td>4,155,253</td>
<td>333,689</td>
<td>4,488,942</td>
<td>16.2</td>
</tr>
<tr>
<td>Interest and dividends</td>
<td>97,942</td>
<td>151,994</td>
<td>251,936</td>
<td>32,292</td>
<td>256,228</td>
<td>24.4</td>
</tr>
<tr>
<td><strong>Recurrence expenditure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>1,543,966</td>
<td>651,091</td>
<td>2,194,057</td>
<td>44,458</td>
<td>2,238,515</td>
<td>10.2</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>139,098</td>
<td>298,219</td>
<td>437,317</td>
<td>-</td>
<td>437,317</td>
<td>11.8</td>
</tr>
<tr>
<td>Financial aid and scholarships</td>
<td>36,420</td>
<td>29,962</td>
<td>66,382</td>
<td>5,033</td>
<td>71,415</td>
<td>21.3</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Sub-total</strong></td>
<td>2,394,310</td>
<td>1,619,063</td>
<td>4,013,373</td>
<td>296,802</td>
<td>4,310,175</td>
<td>10.7</td>
</tr>
<tr>
<td>Net finance costs</td>
<td>(32,292)</td>
<td>-</td>
<td>(32,292)</td>
<td>32,292</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Recurrent surplus</strong></td>
<td>70,360</td>
<td>355,748</td>
<td>426,108</td>
<td>9,527</td>
<td>435,635</td>
<td>150.7</td>
</tr>
<tr>
<td><strong>NON-RECURRENT ITEMS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss on disposal of property, plant &amp; equipment</td>
<td>(1,247)</td>
<td>(3,472)</td>
<td>(4,719)</td>
<td>(309)</td>
<td>(5,028)</td>
<td>56.2</td>
</tr>
<tr>
<td>Realised profit on sale of investments</td>
<td>42,512</td>
<td>247,169</td>
<td>289,681</td>
<td>975</td>
<td>290,656</td>
<td>31.3</td>
</tr>
<tr>
<td>Fair value movement on fair value through profit and loss financial instruments</td>
<td>-</td>
<td>(2,960)</td>
<td>(2,960)</td>
<td>-</td>
<td>(2,960)</td>
<td>(90.2)</td>
</tr>
<tr>
<td>Impairment of available-for-sale investments</td>
<td>(1,463)</td>
<td>(41,663)</td>
<td>(43,126)</td>
<td>(31)</td>
<td>(43,157)</td>
<td>63.3</td>
</tr>
<tr>
<td><strong>NET OPERATING SURPLUS</strong></td>
<td>110,162</td>
<td>555,622</td>
<td>665,784</td>
<td>10,162</td>
<td>675,946</td>
<td>101.7</td>
</tr>
<tr>
<td>Transfer between funds</td>
<td>(17,292)</td>
<td>15,070</td>
<td>(2,222)</td>
<td>2,222</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>SURPLUS FOR THE YEAR</strong></td>
<td>92,870</td>
<td>570,692</td>
<td>663,562</td>
<td>12,384</td>
<td>675,946</td>
<td>101.7</td>
</tr>
</tbody>
</table>
## CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2014

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R’000</td>
<td>R’000</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash receipts from students, government and private sources</td>
<td>4,050,747</td>
<td>3,430,679</td>
</tr>
<tr>
<td>Cash paid to employees and suppliers</td>
<td>(3,692,827)</td>
<td>(3,395,669)</td>
</tr>
<tr>
<td><strong>Cash generated from operations</strong></td>
<td>357,920</td>
<td>35,010</td>
</tr>
<tr>
<td>Investment income – interest</td>
<td>210,558</td>
<td>165,482</td>
</tr>
<tr>
<td>Investment income – dividends</td>
<td>46,308</td>
<td>41,062</td>
</tr>
<tr>
<td>Finance costs</td>
<td>-</td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Net cash inflows from operating activities</strong></td>
<td>614,786</td>
<td>241,553</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additions to property, plant and equipment</td>
<td>(306,967)</td>
<td>(243,544)</td>
</tr>
<tr>
<td>Proceeds on disposal of property, plant and equipment</td>
<td>165</td>
<td>1,802</td>
</tr>
<tr>
<td>Net additions to investments</td>
<td>(111,391)</td>
<td>(53,260)</td>
</tr>
<tr>
<td><strong>Net cash used in investing activities</strong></td>
<td>(418,193)</td>
<td>(295,002)</td>
</tr>
<tr>
<td><strong>CASH FLOWS FROM FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decrease in long term interest bearing borrowings</td>
<td>-</td>
<td>(23)</td>
</tr>
<tr>
<td>Government grants received during the year</td>
<td>116,211</td>
<td>58,105</td>
</tr>
<tr>
<td><strong>Net cash (outflows)/inflows from financing activities</strong></td>
<td>116,211</td>
<td>58,082</td>
</tr>
<tr>
<td>Net increase in cash and cash equivalents</td>
<td>312,804</td>
<td>4,633</td>
</tr>
<tr>
<td>Cash and cash equivalents at beginning of period</td>
<td>1,051,282</td>
<td>1,046,649</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at end of period</strong></td>
<td>1,364,086</td>
<td>1,051,282</td>
</tr>
</tbody>
</table>
PHOTOGRAPHIC CREDITS
Front cover: Je’nine May
Back cover: Michael Hammond