

UNIVERSITY OF THE WESTERN CAPE
ANNUAL REPORT
2015



UNIVERSITY of the
WESTERN CAPE

TABLE OF CONTENTS

Annual Institutional Progress Assessment Report	4
Report of the Chairperson of Council	8
Report of the Rector and Vice-Chancellor	14
Report of the Chairperson of Senate	26
Report of the Chairperson of the Institutional Forum	44
Council's Statement on Governance	46
Council's Statement on Transformation and Sustainability	50
Report of the Council Audit and Risk Committee	52
Report on Internal Systems of Operational Structures and Controls	54
Report on Risk Exposure Assessment	56
Financial Review	60
Council's Statement of Responsibility for the Annual Financial Statements	68
Independent Auditor's Report	70
Annual Financial Statements	72
Annexures to the 2015 Annual Report	110



UNIVERSITY of the
WESTERN CAPE



Our Mission

The University of the Western Cape is a national university, alert to its African and international context as it strives to be a place of quality, a place to grow, from hope to action, through knowledge.

It is committed to excellence in teaching, learning and research, to nurturing the cultural diversity of South Africa, and to responding in critical and creative ways to the needs of a society in transition.

UWC EXECUTIVES AND FACULTY DEANS



Prof Tyrone Pretorius
Rector and Vice-Chancellor



Prof Vivienne Lawack
Deputy Vice-Chancellor:
Academic



Prof Frans Swanepoel
Deputy Vice-Chancellor:
Research and Innovation



Prof Pamela Dube
Deputy Vice Chancellor:
Student Services and Support



Ms Nita Lawton-Misra
Registrar



Ms Amanda Glaeser
Executive Director:
Human Resources



Mr Abduraghman Regal
Executive Director:
Finance and Services



UNIVERSITY of the
WESTERN CAPE



Professor Duncan Brown
Faculty of Arts



Professor José Frantz
**Faculty of Community
and Health Sciences**



Professor Yusuf Osman
Faculty of Dentistry



Professor Zubeida Desai
Faculty of Education



Professor Kobus Visser
**Faculty of Economic and
Management Sciences**



Professor Bernard Martin
Faculty of Law



Professor Mike Davies-Coleman
Faculty of Natural Sciences

ANNUAL INSTITUTIONAL PROGRESS ASSESSMENT REPORT

In accordance with the new Regulations for Reporting by Public Higher Education Institutions, as promulgated on 9 June 2014, the University submitted an Annual Performance Plan to the Minister of Higher Education and Training for 2015.

The University of the Western Cape (UWC) has an entrenched culture of institutional and strategic planning, but these have traditionally been done in 5-year cycles with implementation plans and not with formal annual plans. For consistency between plans, we are using the key progress indicators of the 2015 Annual Performance Plan and, where applicable, used targets as set in

the Council approved enrolment mandate, as well as institutional benchmarks and targets. The table below clearly shows that all of the indicators that the University uses as the diagnostic metrics to understand progress against targets are embedded in institutional goals and speak to different objectives that constitute these as outlined in the Institutional Operating Plan (IOP).

In the table below, the column “Actual against target” reflects the variation between progress achieved and the target that was set, expressed as a percentage difference. As per the Department of Higher Education and Training’s (DHET) guidelines in terms of the enrolment mandate to universities, a difference of up to 2% is considered to be acceptable.



IOP Goal	Objective	Indicator	Evidence Source	2015 target	2015 actual	Actual against target	Comments				
1. Change the enrolment profile of UWC's student population to meet its enrolment mandate and strategic intentions	1. To increase the number of registered students at UWC in line with the University's enrolment mandate and 2025 vision	1.1 Overall annual student headcount	HEMIS	21 804	20 382	↓ 6.5%	The University was not able to meet its mandated enrolment target in 2015. The main contributing factor was under-enrolment in postgraduate programmes, especially at Honours and Postgraduate Diploma level.				
		1.2 Number of first-time entering students	HEMIS	4 000	4 047	↑ 1.0%	Annually the University plans for some over-enrolment in first-time entering students to allow for attrition.				
		1.3 Overall retention rate of students in good academic standing	HEMIS	85%	88%	↑ 3.0%	The University is pleased with the increase in the overall retention rate of students in good academic standing but continues to focus on specific modules that impact on progression rates.				
	2. To change and balance the enrolment mix across academic fields		2.1 % of FTE students in broad CESM categories	HEMIS	SET: 38.2%	SET: 36.7%	↓ 1.5%	The fact that we did not achieve the overall enrolment target directly impacts on the programme mix as the under-enrolment was not evenly distributed. Enrolment in the Science, Engineering and Technology (SET) category, as well as Business and Management, was lower than planned, mainly due to a reduction in the number of selected students accepting the offer to register. In many of the programmes in these categories there continues to be a limited number of qualifying applicants. The enrolment target in Education included the introduction of the BEd Foundation Phase programme which was not accredited in time, resulting in the target being overstated. The over-enrolment in the Humanities is as a result of under enrolment in other areas, slight over-enrolment in the Humanities and improved retention in this area.			
					BUS: 14.8%	BUS: 12.1%	↓ 2.7%				
					EDU: 13.3%	EDU: 8.0%	↓ 5.3%				
					HUM: 33.7%	HUM: 43.2%	↑ 9.5%				
	2.2 Number of FTEs	HEMIS			16 565	15 512	↓ 6.4%	The lower FTEs relate directly to the under-enrolment.			
					3.1 % of PG students as a proportion of overall student headcount	HEMIS			23%	20%	The University is pleased about the growing number of students enrolling for Doctoral degrees. Master's degree enrolment was slightly lower than planned, but the biggest shortfall in terms of postgraduate enrolment was in terms of Honours and Postgraduate Diplomas. Since Honours and Postgraduate Diplomas are regarded as an important channel into Master's degree, this is of some concern and the University is putting strategies in place to address this.
3.2 M&D enrolment as % of total headcount enrolment	HEMIS										
								3. To grow postgraduate enrolment			

IOP Goal	Objective	Indicator	Evidence Source	2015		Actual against target	Comments
				target	actual		
2. Build and strengthen UWC as a significant research university with increased innovation capacity	4. To increase and strengthen UWC's research capacity	4.1 Annual weighted research output	HEMIS	902	1 048*	↑16.2%	The University is pleased with the performance against target in this area. The 2015 performance is mainly as result of the Master's and Doctoral degrees awarded. In setting this target in 2013, the University adopted a conservative approach and has consistently exceeded target.
		4.2 Ratio of research publications to permanent academic staff	HEMIS	0.7	0.67	↓ 4.3%	The University continues to monitor this indicator very closely and strategies are being pursued to increase performance in this area.
		4.3 Number of M&D graduates per permanent academic staff	HEMIS	1.3	1.3	→	We are pleased with the growth in Master's and Doctoral degrees and the consistency in terms of good throughput rates.
		4.4 % of permanent academic staff with PhDs	HEMIS	54%	56%	↑ 2%	The University is pleased with continued growth in this area despite the fact that there are annually a number of senior academic staff members retiring. The assistance through both the DHET's Research and Teaching & Learning development grants provide valuable support to assist academics to complete their PhDs through, amongst others, teaching relief provision.
		4.5 % of permanent academic staff under 40 with PhDs	HR	35%	36.6%	↑ 1.6%	The University is pleased with performance in this area. This speaks to the success of support provided to staff to complete PhDs.
		4.6 % of NRF rated researchers amongst permanent academic staff	Research Development Office	16%	15%	↓ 1%	The University is pleased about the fact that the number of staff members with NRF ratings continued to increase, but with the staff growth in 2015 the proportion has declined.
		4.7 % of permanent academic staff appointed at the level of Prof + Assoc Prof + Snr Lecturer	HEMIS	45%	54%	↑ 9%	The University is pleased with its performance in this area. This supports the University's intention to increasingly become a research-led institution with a growing proportion of postgraduate students and further growth in terms of our research output and impact.

IOP Goal	Objective	Indicator	Evidence Source	2015 target	2015 actual	Actual against target	Comments
3. Provide students with excellent teaching and learning opportunities that facilitate academic success	5. To improve student progression and success	5.1 Overall annual success rate (degree credits)	HEMIS	81%	84%	↑ 3%	The increase in this category is noted with some concern. As a result of the student protest action in 2015, exams were severely disrupted and UWC eventually took the decision to use continuous assessment marks as final marks for non-final year students. This has slightly inflated overall success rates and specific attention is being given to students who might be at risk as a result of this decision.
		5.2 Total graduates as % of total headcount enrolment	HEMIS	21%	23.5%	↑ 2.5%	Although the University performed better than target in this area, it must be read against the backdrop of under-enrolment and is therefore flagged as an area to be monitored closely.
		5.3 Doctoral graduates as % of doctoral headcount enrolment	HEMIS	13%	13%	→	The University is pleased with performance in this area, especially given the continued growth in Doctoral enrolment.
		5.4 % of UG degrees in scarce skills areas	HEMIS	40%	44%	↑ 4.0%	The University is pleased with the percentage of graduates in scarce skills areas.
4. Support the sustainable delivery of UWC's core functions and its long-term viability	6. To sustain the financial viability of the institution	6.1 Annual surplus as a percentage of annual income	AFS	1%	1.1%	↑ 0.1%	Given the severe financial challenges that UWC faced as a result of the 2015 student protest action, we are very pleased with the performance in this area.
		7. To manage staff growth in accordance with UWC's enrolment mandate	HEMIS	21.2	21	↓ 1%	Performance in this area is slightly overstated as a result of the below-target FTE enrolment. There are however inequities in this ratio when applied to different programmes within the University.

* Publication data is unaudited at the time of reporting.



Progress achieved is within the 2% margin or better than expected
 Progress achieved is below the 2% margin but there is no reason for serious concern
 Progress achieved is significantly lower than planned and there is reason for concern



Mr Mthunzi Mdwaba
 Chairperson of Council



Prof Tyrone Pretorius
 Rector and Vice-Chancellor

CHAIRPERSON OF COUNCIL

Mr Mthunzi Mdwaba



I t is my honour to present this report on behalf of the Council of the University of the Western Cape (UWC) in my capacity as Chairperson of Council.

The year 2015 was perhaps the most challenging year for the higher education sector in South Africa since the advent of democracy in 1994. The wave of student protest that engulfed the higher education sector had never been seen before. UWC was not immune. The nature, character and impact of the protest was different from one institution to another. At UWC, it presented both challenges and opportunities.

That the protest action took place from the latter part of October to the end of November – the most critical period in the academic calendar of the University – was itself a serious challenge. This is the period of end-of-year examinations, and therefore the timing of the protest posed a huge threat to the conclusion of the academic year.

However short that period may have been, that it was during a crucial time in the academic calendar makes it appear to have been a defining moment for 2015, thus risking to obscure the achievements of the institution for the year.

This report, therefore, captures both the ebbs and flows of 2015, and seeks to provide a balanced account of the year. It is fair to say that, for UWC, 2015 was both an exciting and a challenging year. It put in the spotlight the contradictions that characterise this University. UWC, essentially, is an institution on the cusp of greatness, while at the same time facing unique challenges that can only be resolved by its own community. One of our primary challenges is what I have now come to refer to as a “missing middle” university – a university that remains disadvantaged on the one hand, but excels in its performance in academia, research and innovation on the other. There also is a misperception that UWC’s resourcing is at the same level as its peers who have historically been endowed with an abundance of resources. This can work against its efforts to lobby for additional funding support. Consequently, UWC finds itself somewhere in the middle.

Being on the cusp means that the University has capacity to realise its full potential as a centre of excellence, competing amongst the leading universities in South Africa and, more broadly, on the African continent. With adequate and strategic deployment of resources, in terms of human, financial and infrastructure, UWC can leapfrog to even greater heights. The converse is that being on the cusp means the institution remains vulnerable and could regress if efforts to boost the aforementioned resources are fruitless.

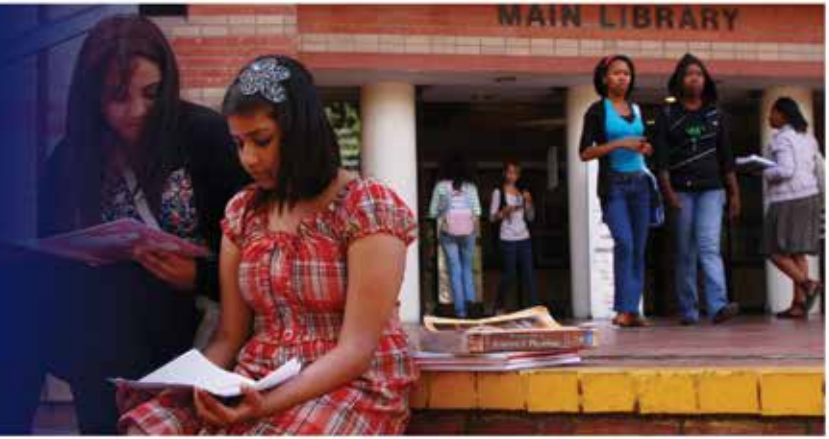
Council fully appreciates its role and mandate to support the University to break the binding constraints and help the institution to enhance its capacity to realise its full potential. To start with, during the year under review, the University needed to develop its medium-term vision and strategy for 2015-2019 and consolidate its leadership to implement the strategies.

VISION AND STRATEGY

The University has an established culture of long-term planning in which it formulates its Institutional Operation Plan (IOP) over a five-year implementation cycle. The cycle for the previous institutional plan came to an end in 2014, and this coincided with the retirement of then Rector and Vice-Chancellor, Prof Brian O’Connell, and the end of term of office for almost the entire executive. In view of the fact that the University was poised to start 2015 with a completely new leadership, Council approved the extension of the implementation of the previous IOP to 2015, to give the new leadership the space to formulate a new vision and strategy for the next cycle.



UNIVERSITY of the
WESTERN CAPE



The process to develop the new IOP started at the beginning of the year, and a Green Paper towards the IOP was presented to Council in June 2015. Consultation with various stakeholders was conducted towards the development of the White Paper, until the wave of student protest engulfed universities, which, as a consequence, brought the process to a halt. In view of the protest and the SRC request for further engagement on the Green Paper, the White Paper process could not be concluded by November 2015, as planned. However, the University management resumed consultation with student formations in early 2016, and the White Paper is expected to be finalised by mid-June 2016.

CONSOLIDATING UNIVERSITY LEADERSHIP

The appointment of the executive leadership of the University is a Council responsibility, and this process is led by the Senior Appointments Committee of Council. The year 2015 was a year of consolidating University leadership. All University Executive Management positions were filled and all incumbents assumed their positions in 2015. Prof Tyrone Pretorius assumed his position as Rector and Vice-Chancellor in January 2015, followed by Prof Frans Swanepoel, Deputy Vice-Chancellor (DVC) for Research and Innovation in March, and Prof Vivienne Lawack, DVC Academic in April.

The appointment of the DVC for Student Development and Support was concluded during the second half of the year. Prof Pamela Dube assumed this responsibility from 1 December 2015. Council wishes to express its gratitude to Prof Mokgadi Moletsane for holding the fort, as she acted in this position for most of the year, and also during the difficult period of student protest. The new Registrar, Ms Nita Lawton-Misra, also assumed her position in February 2015. With the Executive Directors of Finance (Mr Manie Regal) and Human Resource (Mrs Amanda Glaeser) already in their positions, the University has a full leadership complement and a demographic diversity that we are pleased with.

Council is confident that, with a full complement of Executive Management, the University is poised successfully to implement its short-, medium- and long-term strategies to ensure a brighter future for UWC and to enable the University to contribute significantly to the development agenda of our country, South Africa and, concomitantly, of the broader African continent.

COUNCIL MEMBERSHIP

The Membership Committee of Council makes recommendations to Council for the appointment of persons to serve on Council and appoints members of Council to serve on its various committees and sub-committees.

During 2015, several positions in Council became vacant following the end of term of office of serving members. New Council members were appointed and all positions that became vacant in 2015 were filled. We embarked on a very conscious and deliberate search for skills and expertise we were missing to ensure an effective, informed, relevant, diverse and productive Council. In the end, we are pleased that we have a body of Council that is geared to take the University to new heights, with an impressive gender bias towards women. Council re-elected the Chairperson, and Dr Patel was elected Vice-Chairperson of Council. Only one position had become vacant at the time of writing this report. The full list of members of Council is provided in the Annexure at the end of this Annual Report.

On behalf of the Council, I would like to thank the following persons whose term of office came to an end in 2015: Dr L van Rensburg, Mr M Jackson, Mr K Somdyala, Ms K Barry and Mr J Matthews. The term of office of Mr M Samela and Mr JPL Bezuidenhout came to an end in February 2016 (at the time of writing this report, Mr Bezuidenhout had been nominated to re-join Council by his constituency). Council is grateful for their individual and collective contribution to the University during their term of office.

APPOINTMENT OF THE CHANCELLOR

In view of the fact that the term of office of the Chancellor was coming to an end in December 2015, Council consulted with Archbishop Thabo Makgoba to establish his availability to serve for another term. Council is pleased to report that the Archbishop graciously agreed to serve the University in this capacity, beginning 1 January 2016 and ending December 2019. We are grateful for his continued stewardship as a patron of this University.



GOVERNANCE AND POLICY ISSUES

Senate is responsible and accountable to Council for the general academic and research functions of the University. Senate is required to submit policies and strategic academic matters to Council for approval.

Upon recommendation of Senate, Council in 2015 approved the Constitution of the Desmond Tutu Centre for Spirituality and Society, the amendments to the Constitution of the UWC Legal Aid Clinic, and regrettably the disestablishment of the South African Herbal Sciences and Medicines Institute.

Several committees' standing orders were considered by Senate and brought to Council for approval. These included the Standing Orders of the Animal Research Ethics Committee, the Biomedical Research Ethics Committee, and the Humanities and Social Sciences Research Ethics Committee. An amendment to the Senate Physical Resources Committee's standing orders was also approved.

There previously have been instances where Council had to deal with the conduct of Council members, especially where it relates to blurring the line between management and governance. As a result, Council took a decision to develop a Council Charter to regulate the conduct of Council members and determine how it, in future, will enforce discipline in the event of a breach of the Code of Conduct.

In view of the Amendment of the Labour Relations Act in 2014, the University had to ensure alignment of its policies with national legislation. Consequently, the University undertook a process to amend its Disciplinary Policy and Grievance Procedure in line with the new requirements of the Amended Labour Relations Act. This revised policy was approved by Council in 2015.

Ensuring that the University environment is health friendly was one of the tasks Council prioritised in 2015. Council was concerned about the implementation and enforcement of the control of tobacco products on campus and thus welcomed and approved the amendment of the Control of Tobacco Products Policy, which ensured broad coverage of products to include, inter alia, other smoking devices.

INTERNATIONAL RECOGNITION

UWC's academic and research profile is one of those key indicators that give credence to the narrative of this University as being on the cusp of greatness. Despite the difficult and challenging way in which the year ended, 2015 was also the year in which the University achieved substantial international recognition for its outstanding work. The Times Higher Education ranked UWC 7th on the continent and 5th in South Africa in terms of its research and graduate output. The prestigious QS Ranking for 2015 included only five South African universities, and UWC was amongst those that were rated. Council wishes to congratulate the University's staff and leadership on their excellent work and contribution, which are enhancing the University's image in the international arena.

IMPACT OF STUDENT PROTEST ON GOVERNANCE

The 2015 student protest action was mainly about a demand for no increase in fees in 2016 and, ultimately, for free education. This followed announcements by some institutions on their decisions to increase fees by 10% for 2016. In response, students demanded that the fees should remain unchanged, as they were concerned that the increase would exclude many students who couldn't afford these fees from accessing education. UWC, however, has a long history of providing affordable access to students and has not excluded students on financial grounds in the past. UWC's fee structure is recognised as being amongst the lowest in the country. Given this background, Council would have expected that UWC would be the least affected. Alas, to a large extent it became the site of the struggle.

Consequently, the student protest affected many areas of the University. Whilst the impact of the student protest on the academics and finances of the University is addressed in the Rector's report, the focus in this Chairperson's report is on the impact of the protest action on governance.

University councils throughout the country were put under immense pressure to intervene, and at times this call for intervention risked undermining universities' governance structures and democratic procedures. At UWC, this impact was felt at both student governance and Council level. With the wisdom of hindsight, we remain satisfied that the



decisions we took were in accordance with our role as a university council and that we acted in the best interest of the University and its long-term financial viability.

The protest at UWC was led, in the main, by a new group calling itself #UWCfeeswillfall – a formation outside the structures recognised in the University Statute. As is normal, students are represented in Council through their Student Representative Council (SRC). However, the protesting students sought to bypass the SRC and demanded to present their concerns directly to Council. Council, as a custodian of the University Statute and its governance structures, could not afford, let alone be perceived, to be undermining the SRC. It was in this context that Council insisted that the students should bring their grievances to Council through appropriate channels and recognised structures. Council was mainly concerned about the precedent it would set if it had allowed the #UWCfeeswillfall to address Council at the expense of the SRC. After a series of discussions, Council resolved that a Council delegation, which included the SRC and other Council representatives, should meet the protesting students to address their concerns. It is critical to note that a similar delegation was set up to meet with a grouping of workers to address some of the issues arising from the #UWCfeeswillfall protest. I touch on this herein below. The engagement has been very encouraging and is ongoing.

The impact of the student protest on Council was in so far as it risked blurring the line separating management from governance. The call for Council to intervene posed a risk that would have seen Council interfering in the daily management of the University. As a standard practice in governance, it is crucial for the board (Council) not to interfere or micromanage the daily activities of a company or an institution. Doing otherwise blurs the line and is tantamount to being a referee and player at the same time. This can lead to a breakdown of trust between the management and Council, and is not good for the stability of the University. The eagerness of some Council members

to intervene during the protest brought this risk closer to reality. Council is satisfied that, in the end, it managed to maintain the balance, and played its role as an oversight structure of the University and acted in the best interests of the University.

As indicated earlier, a detailed account of the financial impact of the protest is presented in the Rector's financial report. Suffice here to elaborate on the oversight role of Council in relation to University finances vis-à-vis the risk posed by the protest in relation to the long-term financial viability of the institution. One of the demands made by the students during the protest was that UWC should write off student debt using its financial reserves. The other demand was for the immediate insourcing of contract staff workers who were outsourced during the restructuring and retrenchments that took place in the early 2000s. Both these demands would have had a huge impact on the finances of the University, and absorbing them literally would have left the University insolvent. Given its fiduciary responsibilities and oversight of the finances of the University, Council could not, knowingly, take a decision that would risk the long-term financial viability of the institution.

However, I wish to emphasise that Council empathised with the plight of the students and shared the concerns of the workers for a reasonable living wage. It was in this spirit that Council, in its statement following the meeting of 27 November 2015, emphasised that its discussions and decisions were informed specifically by its appreciation of the plight of the poor and of the students' struggle to gain equitable access to affordable higher education opportunities; and by its responsibility to ensure the long-term financial viability of the University and its implicit responsibility to protect and support the integrity and sustainability of the academic project of the University.

Similarly, Council accepted that the socio-economic conditions of outsourced staff were unacceptable and



contributed to increased inequity. Council carefully considered the financial implications of insourcing and decided that, given the University's financial position, the impact of insourcing, together with other concessions, made this request, at this stage, an unaffordable option. However, Council approved that the University should provide a monthly wage subsidy of R2 000.00 for all outsourced contracted workers to supplement their income, effective 1 December 2015, and should extend the study rebate currently given to permanent staff to all outsourced contract workers and their children. Whilst Council wishes it could have done more for the workers, we are satisfied that we could implement this intervention, given the circumstances of the University finances. Through the engagement with workers referred to above, and via an economic development committee instituted by Council to ensure the sustainability of the University, we are continuing to explore lasting solutions that do not provide short-term 'successes' at the expense of the future sustainability of the University.

FINANCES

The financial position of the University for the year ending December 2015 was in good stead, considering the challenges of the year. Council is satisfied that, despite these challenges and the associated cost, the University ended the year with a surplus balance. Council also is pleased that UWC remains a going concern. The financial results for the year and the University's performance in terms of national benchmarks are reported on in detail in the Financial Review section of this Annual Report. The financial discipline applied by all sectors of the University community, and the oversight role of the Council Finance Committee, are acknowledged with appreciation.

CONCLUSION

UWC is a very dynamic and promising institution. Over the years it has built its academic and research capacity and is now poised for greater heights. The increased international recognition of its work is evidence of a University with great potential. Council is confident that, having the full leadership complement in place, the University will craft a growth trajectory for the future, building on the achievements of 2015.

We are elated with all the achievements of the University in terms of its academic performance and its ongoing community involvement. Our student athletes also continued to make us proud in 2015. Other parts of this report speak to these areas in more detail. Notably, the joint award with UCT, by the South African Graduate Employability Association (SAGEA), for the most employable students brings us joy, given the perceived lack of relevance of higher education institutions' educational content insofar as the working world of commerce is concerned.

We need to find ways, as a community, to resolve our challenges, and we shall. Support structures such as NSFAS play a critical role in this regard. The decreasing funding by NSFAS year on year, when comparing the R229.3 million received in 2013 and the R219 million received in 2015, is amongst areas that we shall be addressing, especially where a large proportion of the student population relies on this source of financial support.

There are two areas that we have identified as being quick wins. Our alumni, who are doing good work in good positions in every part of this country, need to converge on the community to plough back. We are making headway in reaching out to them. The other area that was identified by the Economic Development committee and we shall be working on is the need for aggressive branding and marketing of the University. Much of our success seems to be known and shared by us internally, within our community, and we have to find ways to share these successes more broadly.

However, this University's important legacy is its historic role in the struggle for social justice. It is this legacy that it must, and will continue to, champion, inter alia by ensuring equitable access to education, especially for the poor. It is this legacy that continues to shape our search for sustainable solutions that are relevant, and at times peculiar to our circumstances. We are confident that we shall succeed.

On behalf of Council I wish to convey our appreciation for and congratulations to the entire UWC community, for their continued efforts to take UWC forward and for the



significant progress that was made during 2015. Sincere appreciation to all of the Committees of Council, and their respective chairpersons, for their oversight role and contribution to ensuring that Council is able to fulfil its mandate and ensuring effective governance oversight. A special word of appreciation to the Finance and Audit and Risk Committees of Council, for their role in ensuring that UWC remains financially viable and that we have adequate oversight of controls, risks and the management thereof. Thank you, nangomso!

Mr Mthunzi Mdwaba
Chairperson of Council

RECTOR AND VICE-CHANCELLOR

Prof Tyrone Pretorius



R Reflecting on the 2015 academic year – our collective accomplishments and challenges – is an apt reminder of the significance of universities in complex societies and what motivates many to choose the University of the Western Cape as their intellectual home. I commenced my term of office as Rector and Vice-Chancellor in January 2015 after an absence of almost ten years and must confess: the university I knew then and the UWC I have returned to are significantly different. Under the inspiring leadership of my predecessor, Professor Brian O’Connell, UWC forged ahead to become one of the nation’s acknowledged research-intensive universities. Inheriting such a treasure is both exciting and daunting, and serves as motivation to build on these strengths and help craft the future that we all desire.

Leadership matters. Our first challenge in 2015 was to draw on the diverse strengths and experiences of the five newly appointed and two current leaders to build a sense of a leadership collective with a common direction. Because of contractual obligations, the newly

appointed leaders assumed their UWC positions in a staggered way. The Rector commenced in January, the Registrar, Ms Lawton-Misra, took up her position in February, and the Deputy Vice-Chancellor Academic, Professor Vivienne Lawack, the Deputy Vice-Chancellor Research and Innovation, Professor Frans Swanepoel, and the Deputy Vice-Chancellor Student Development and Support, Professor Pamela Dube, commenced duty in March, April and December respectively. A further challenge emanated from the reorganisation of the academic portfolio to make the span of control more manageable. Despite the uneven start I am pleased to report that the intensity of the year, coupled with their sense of urgency, created a leadership team spirit amongst the Senior Management that fills me with confidence that we will be able to optimally pursue and execute our mandate with verve.

Universities are complex institutions, and maintaining a necessary distinction between the mutual responsibilities of governance and executive management is one of the cornerstones of successful organisations. Against the backdrop of prior perceived or real blurring of these lines, 2015 commenced with an agreement that, what will set UWC apart from others, both now and in the future, is not to hover on the past but to move on. This agreement assisted us to be more future-oriented and to tackle complex decisions that will stand the University in good stead in time to come. On the occasion of the national student protests and impasses we were also able to draw on the wisdom and calming influence of our Chancellor, Archbishop Makgoba, to mediate tensions. For this we wish to express our sincere gratitude.

The activities of the latter part of the year – the student protest action – may appear to have been the defining moment for higher education in 2015. The student protest action that engulfed the country towards the end of 2015 not only brought the key issues of access to and transformation of the university sector into sharp focus, but also a range of broad societal issues, especially the pervasive inequalities in our society. The latter part of the year was very challenging for UWC, but it would be incorrect to review the year solely through the lens of those challenges.

What 2015 has highlighted for UWC is our ability to triumph over adversity. While it was indeed a challenging year, in many ways it brought a range of broad societal issues into sharper focus, including tensions mounting as public concerns about poverty, unequal access and inequality. But it also amplified key academic and administrative successes, and our overriding concern with UWC’s intellectual role in moving beyond traditional boundaries in rigorous ways. How we best build institutional strengths and vitality and consistently do the right thing remains a leadership quest to propel UWC to realise its full potential.



UNIVERSITY of the
WESTERN CAPE



ENVISIONING THE FUTURE

Strategic vision is a function of coherent leadership. Times change and what was good for UWC yesterday might not be good for today. To keep the University on a steady course and to avoid the trap of adopting cut-and-dried models of success uncritically, the University leadership embarked on an institution-wide envisioning and planning process to take full account of a range of factors with an impact on the University. These included a range of local and global challenges, such as the knowledge economy and its implications, the character of partnerships, the administrative and monitoring regimes, and the immediate socio-economic environment in which we operate.

Students and staff across the board participated in on-line forums, focus group discussions, face-to-face engagements and a series of town hall meetings. The active participation of the UWC community under the guiding leadership of an executive team generated useful insights into UWC's strengths and vulnerabilities, and reflection to advance key strategies. Emerging ideas to be pursued include: UWC's potential role as an anchor institution in the region; the need to optimise our international partnerships; the idea of a university in the digital age; new competencies required of a 21st-century graduate; and the need to build our innovation capacity. Overall, these participatory processes provided a valuable platform to increase transparency, raise awareness of areas where shifts may be needed, and help set goals and priorities in the development of a new Institutional Operating Plan.

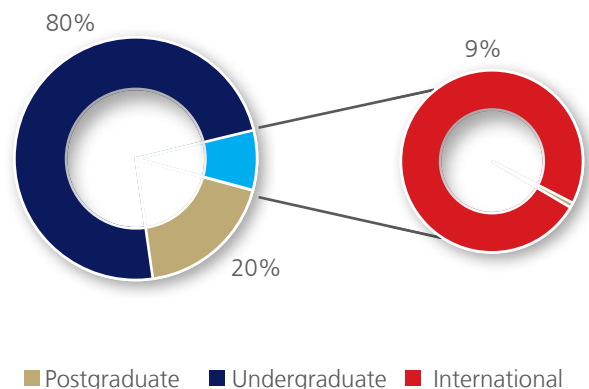
Unfortunately, this process of engagement and formalisation was unexpectedly interrupted by protracted student protests and the year-end examinations, and the students' expectations to institutionally be able to immediately resolve broader societal dilemmas and the tensions that arise between today's and tomorrow's needs, as well as between UWC's social mission and its longer-term financial viability. The delay in finalising the process has, however, created additional space to reflect more meaningfully on UWC's strategic direction and to gain an understanding of the depth, breadth and scope of projects and work ahead, including measures of progress.

The process will culminate in the adoption of a new Institutional Operating Plan in 2016.

MEANINGFUL STUDENT EXPERIENCE

One of the most memorable experiences was the excitement of just over 4 000 first-time entering students and their parents at the welcoming functions at the start of 2015, and the challenge in this regard is to keep them motivated and positively engaged. Our student enrolment, totalling 20 382, represents a healthy mix of local and international students, and a 80:20 ratio of undergraduate to postgraduate students.

STUDENT COMPOSITION



Throughout 2015, we sought to provide our students with a supportive and enabling environment and to integrate their in-class and out-of-class experiences to give them sufficient depth in their discipline and extensive breadth in deploying the range of skills demanded by the 21st-century society. This also requires that the University develops its programmes to increase the employment prospects of and induce an entrepreneurial spirit among its graduates, prepare them to lead meaningful lives in complex environments, and sharpen their critical thinking skills and whet their appetite for active citizenship. Our Peer Mentoring Programme (PMP) and Graduate Development Programme (GDP) help students to succeed and offer support to first-year students to facilitate their transition into university, as well as their personal, academic and social development. While 1 720 first-year students received skills development support to help them cope

“leadership is not synonymous with authority; whereas authority is granted by the position that one occupies, leadership is what one does in exercising the authority that comes with the position”

with preparing for their first examination, the challenge is to sustain these levels of support and track the impact and success thereof throughout their student life cycle.

Overall we are pleased to report that UWC, jointly with the University of Cape Town, received the 2015 award for the best employability and work readiness of its students from the South African Graduate Employability Association (SAGEA). This award is based on a survey conducted among universities and employers, who are asked to independently rate programmes offered by institutions and the graduates who come from these institutions. The award is an affirmation of our efforts towards the development of 21st-century graduates, and that our Centre for Student Support Services (CSSS) and related units are on the right track.

We have also been made acutely aware of the needs of differently abled students and the range of structural and attitudinal challenges that society places in their way. Following constructive engagement with the relevant role players, we established a joint forum to address the specific needs of the students. Our ability to support differently abled students received a boost through the acquisition of new equipment, funded by the Infrastructure and Efficiency Grant of the Department of Higher Education and Training (DHET), and we continue to ensure that all the University's infrastructure plans are sensitive to the needs of these students.

Our campus therapeutic services are available to both students and staff. It has a staff complement of three permanent psychologists, two intern psychologists and two sessional psychologists. In 2015 our therapists attended to 629 new and 1 602 follow-on cases. It is important to note that the majority of these cases were neither abuse nor violence related, but rather were affective, relationship and anxiety related. Therapeutic services were crucial during the student protest in 2015, as many students were traumatised by the incidents of intimidation and violence that unfortunately punctuated the student protest at UWC. We are very thankful to our team of therapists for their dedication throughout the year, especially at the height of the student protest.

DEVELOPMENT OF A FUTURE STUDENT LEADERSHIP WITH A CONSCIENCE

UWC recognises that it has a role to play in the development of a new generation of leadership for South Africa. However, ours is aimed at producing leadership with a social conscience. Our approach emphasises a “leading where you are” attitude and encourages our students to aspire to be active agents of change, regardless of whether or not they hold a formal leadership title or position. We recognise that leadership is not synonymous with authority; whereas authority is granted by the position that one occupies, leadership is what one does in exercising the authority that comes with the position. In 2015 we implemented various programmes to hone the leadership skills of our students to prepare them for future responsibilities. These included the Emerging Leaders Programme (ELP), which aims to develop students' leadership confidence and competence. During 2015, 45 students successfully completed this experiential leadership programme. UWC is one of only two institutions in South Africa offering the Pathway for Life programme, an internationally acclaimed youth leadership programme implemented in India, China, Japan, Taiwan, Thailand, Indonesia and South Africa. In 2015, 28 of our students were selected for and participated in this programme.

UWC participates actively in the annual International Mandela Day and uses this as an opportunity to inculcate a culture of social responsibility among its students. In 2015, some of our students and staff spent Mandela Day in the neighbouring community of Belhar, providing care to the needy and painting community buildings. Another example of our programmes to develop social responsibility among our students is the “Take a kid to varsity” campaign, which in 2015 selected seven students from the ELP to mentor high school learners in Khayelitsha. Some of our students participated in the Achievers Elevation Foundation (AEF) pilot project, which provides mentorship to Grade 12 learners from schools in the neighbouring townships.

UWC provides its students with exposure to international experience as part of their leadership development and social responsibility preparation. In 2015, UWC students attended the World Economic Forum on Africa held at



the Sun International Hotel in Cape Town from 3 to 5 June. This was one of the biggest events in the region and brought together more than 1 250 leaders from academia, business, civic society, media and politics. The Junior Chamber International – a non-profit organisation of young people aged 18 to 40 in more than 100 countries around the world – launched a student chapter at UWC in 2015. This will enable our students to participate in the leadership of this organisation and its programmes implemented in the communities of the City of Cape Town.

STUDENT DEVELOPMENT THROUGH SPORT

As an institution we take very seriously the role that sport can play in holistic student development and also in helping us to build a sense of community at UWC. In 2015 our student athletes continued to make us proud as they continued to perform exceptionally well in various University Sport South Africa (USSA) tournaments. We received four gold medals, one silver and three bronze medals in the course of the year. Below is a summary of our student athletes' achievements.

TEAM	Tournament	Position	Medal
Women's Beach Volleyball	Varsity Beach Volleyball	National Champions	Gold
Men's Football	Varsity Football	National Champions	Gold
Dance Sport	USSA Dance Sport National Institutional	National Champions	Gold
Indoor Volleyball	National Club Championships	National Champions	Gold
Women's Football	National Varsity Football	Second runner-up	Silver
Cross-country	USSA National Institutional	Third place	Bronze
Women's Rugby 7's	USSA National Institutional	Third place	Bronze
Centrale 7s Rugby (France)	International Clubs	Third place	Bronze

Sport increasingly plays an important role in profiling the image of the University, and how we perform in sports attracts student athletes to the University. UWC is well placed to attract, develop and retain sporting talent, especially from previously disadvantaged communities, and this is likely to increasingly become a strategic focus area in the five-year period ahead.

A LEGACY OF EQUITABLE AND AFFORDABLE ACCESS

UWC has a proud history of facilitating equitable and affordable access to quality higher education. We are committed to making education accessible to all academically deserving students from all walks of life. This commitment is displayed in various ways and includes the fact that UWC continues to charge some of the lowest fees in the country, with very low upfront fee payment requirements. Through our academic and community engagement activities, we continue to pursue the ideal of creating a more inclusive society that is able to actively address the inequality that

is so pervasive in our society. UWC takes pride in the fact that it does not exclude academically deserving students on financial grounds. The majority of the students who study at UWC come from poor socio-economic backgrounds and are dependent on financial aid for their studies. This financial aid includes the National Student Financial Aid Scheme (NSFAS), UWC bursaries and other bursaries from philanthropic organisations and individuals.

Cumulatively, the funds administered by the UWC Financial Aid Office increased from R304.5 million in 2013 to R330.3 million in 2014 and R335 million in 2015. The NSFAS base funding constituted a significant majority of those funds. However, there has been a slight decrease in the NSFAS allocation to UWC, from R229.3 million in 2013 to R216.1 million in 2014. While the UWC NSFAS allocation for 2015 is higher than the 2014 allocation, it remains lower than what UWC received in 2013.

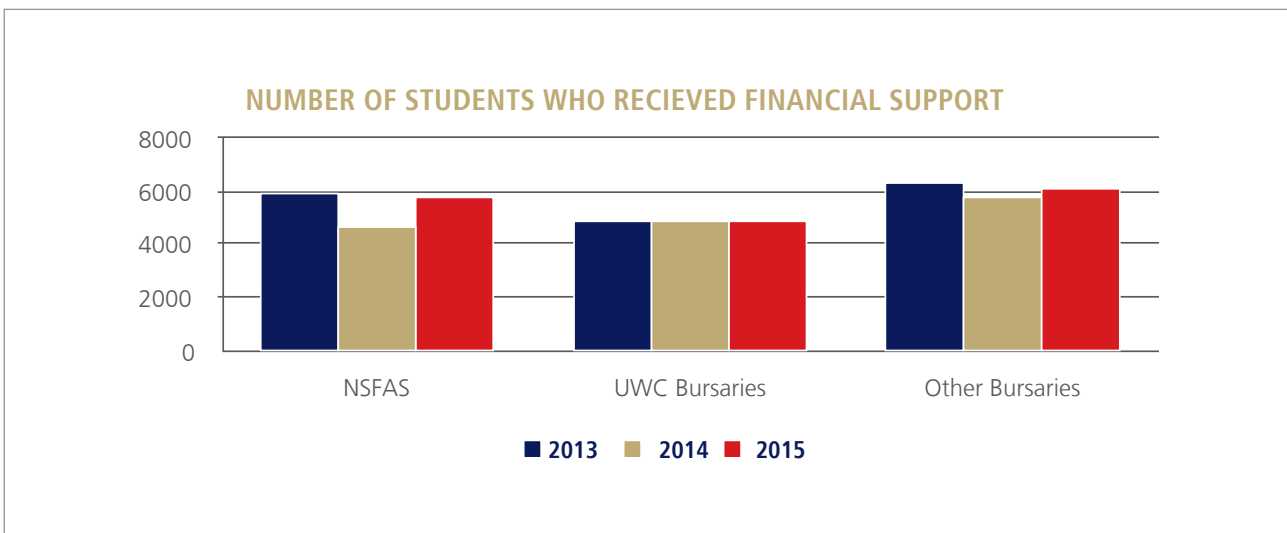


FUNDING CATEGORIES	2013	2014	2015
Funds administered by the Financial Aid Office (including NSFAS)	R304.5 m	R330.3 m	R335 m
Total NSFAS allocation	R229.3 m	R216.1 m	R219 m
UWC bursaries	R15 m	R16 m	R18 m

The decline in the 2014 NSFAS allocation had an impact on the number of students benefiting from financial support. Consequently, the number of students who received financial aid in 2015 is less than those supported in 2013. Essentially, the funds have not kept pace with the growing number of students who rely on financial aid for their education.

A year-on-year comparison, however, shows that the number of students who received some form of financial

support increased from 15 334 in 2014 to 16 670 in 2015. Considering the fact that UWC had a total headcount enrolment of 20 382 students in 2015, the 16 670 students who received financial aid constitute 81% of the total student population. This indicates the significant contribution of financial aid, and the range of bursaries, towards access to education at UWC. Many of these students come from poor socio-economic backgrounds and would not be able to afford university study without this support.





Fund	Number of student beneficiaries per year		
	2013	2014	2015
NSFAS	5 890	4 676	5 838
UWC bursaries	4 816	4 866	4 862
Other bursaries	6 240	5 792	5 970
Total	16 946	15 334	16 670

MAKING THE MOST OF EXCELLENT TALENT

Talent is often overlooked when we consider organisational design and its strengths, and in 2015 we prioritised the attraction, retention and development of excellent talent.

The higher education sector is very competitive in terms of the demand for and supply of staff. South Africa's pool of academic staff is shrinking, and competition for staff is intense. In such a competitive environment, an institution has to do more to position itself as an employer of choice. We used 2015 to review some of the existing human resource (HR) policies to align them with the new vision for the University. The review was aimed at ensuring that these policies respond adequately to the transformation imperatives of our country and boost the capacity of the University to realise its potential as an engaged and connected university.

The end of the implementation period of the previous five-year Employment Equity (EE) Plan presented a good opportunity for a review and to ensure alignment with the new IOP. A new EE plan has since been developed. However, the previous employment equity reports to the Department of Labour showed that the University was not doing well in terms of attracting and retaining African staff members, especially at the senior academic level. The imperative of transformation necessitates that a strategy is put in place to address this shortcoming. Management developed a strategy for the targeted employment of African staff at senior professor level that was approved by Council.

One of the challenges for 2015 was the impact of the new amended Labour Law that came into effect in 2014. This legislation makes provision for the conversion of contract appointments to permanent positions. As a result, 75

contract staff had their employment converted to permanent positions. This unplanned imperative changed the profile of the permanent staff significantly. While there were positive gains resulting from this move, there were also negatives. For example, the proportion of academic staff to support staff became skewed and this had an impact on the staff budget.

Our permanent staff complement stood at 1 664, of which 830 were professional staff. This report, together with the Senate Report, highlights some of the activities and collective achievements of the University staff and students in the year 2015. I am honoured to be part of such a dedicated team.

We currently maintain a 60% staff cost relative to University income, and the challenge is to maintain or reduce this rate. However, I am pleased that, despite the process of conversion of contract to permanent employment having been a complex and challenging exercise, it was concluded without any retrenchments.

There is a general concern in academia about the ageing generation of academics and the low numbers of new people entering academia. The concern is that the current disequilibrium between supply and demand poses some risk to the future sustainability of the academic sector. Essentially, the risk is that the higher education sector will fail to adequately replenish itself when the current generation of academics retire.

At a national level, the Department of Higher Education and Training (DHET) has introduced an intervention to attract, train and retain a new generation of academics for the future sustainability of the sector. This new Generation of Academics Programme (nGAP) was introduced in 2015, and universities were invited to identify areas of need and apply for funds from the DHET to carry the costs of the posts. The new recruits will be supported towards acquiring higher degrees while they are mentored to undertake teaching and research responsibilities within academia. In 2015, UWC successfully applied for four posts, in the departments of Physics, Chemistry, History and Further Education and Training Studies. These posts were advertised last year and



have since been filled, with the incumbents assuming their positions from January 2016. The DHET supports these posts financially for a period of six years, but institutions start contributing from year two, with institutional contributions increasing annually to eventually absorb the full cost associated with these appointments. Since institutions eventually absorb the full cost of employment of these positions, it requires careful planning in terms of the future growth potential of academic departments or staffing profiles that will change, amongst others due to retirements.

In addition, UWC has its own talent stewardship programme to ensure the transfer of skills from staff who are about to retire to up-and-coming academics. This enables the retiring professors to mentor new academics and also to dedicate some time to teaching post-retirement. This programme is funded by the Andrew W Mellon Foundation and UWC has also set aside funds towards this programme. In 2015, the programme identified eight areas in which professors would be retiring soon and identified specific staff members who were placed on an accelerated development trajectory under the mentorship of leading senior scholars. The areas in which staff were identified in 2015 were Bioscience, Mathematics and Applied Maths, Language Education, English, Linguistics, History, Religion and Theology. We are grateful to the Mellon Foundation for their continued support of this initiative.

The moderate reduction in staff turnover, from 7.5% in 2014 to 6.2% in 2015, is indeed a welcome development. This rate of staff turnover is significantly lower compared to national averages in the higher education sector, where staff turnover ranges between 7% and 9%.

STUDENT PROTEST AND IMPACT ON THE UNIVERSITY

The composition of our student body and the socio-economic background of a large proportion of our students show that UWC largely remains a historically disadvantaged institution (HDI). Acknowledging this reality compels us to be sensitive to the conditions of our students. It is precisely our appreciation of the community we serve that has, over the years, guided both our fee structure and our approach regarding access to education.

The wave of 2015 student protest engulfed UWC on Tuesday, 20 October. While the national campaign was generally about no fee increase in 2016, at UWC the students' demands included, among others, the financial exclusion issues, no fee increase for 2016, no registration fees for 2016, the scrapping of historic student debt, that the University should buy the privatised student residences (Kovacs), and employ the outsourced cleaning, gardening and security workers. Given President Jacob Zuma's announcement of a moratorium on fee increases in 2016, the University immediately embarked on a process to factor this into its processes for 2016. However, three issues remain. These are the issues that the University could not resolve on its own without the support of the national government, otherwise it would bankrupt itself. These issues are the historic student debt, insourcing and student accommodation.

The issue of historic student debt remains a vexing challenge, and UWC cannot it resolve on its own. The students proposed that UWC uses its financial reserves to scrap this debt, which stands at R270 million. The assumption was that the University had financial reserves in the form of surpluses in its bank accounts. In this regard they were grossly mistaken, as the University's financial accounts showed that more than 80% of the money in its accounts was either committed, or fell outside the Council mandate, as it was donor funds pledged for specific purposes. In addition, the University's projected deficit already put the finances in a precarious situation. Using the University reserves under such circumstances would have been irresponsible and incongruent with prudent financial planning.

Another assumption of the students was with regard to insourcing. In the public domain and on social media platforms, the students presented this as an issue that could simply be resolved by absorbing the outsourced workers and using the moneys paid to outsourced companies to foot the salary bill of the outsourced workers. It is more complicated than that. Absorbing the outsourced workers would come with responsibility for the requisite infrastructure for these services, the cost of medical aid and pension for the workers, etc. The feasibility exercise showed that the University would add approximately R70 million per annum to its salary bill if it were to absorb the outsourced workers.



Given the finances of the University, this would not have been sustainable.

However, the University has, despite its financial constraints, been paying the outsourced workers a wage subsidy of R2 000 per person per month to alleviate their conditions. This is the contribution we could make under the circumstances as a caring university constrained by its financial circumstances. We have also made the study rebate available to the workers to enable them and their children to study at UWC for free.

Despite our commitment to addressing these and other student concerns, it would appear that the students were not satisfied, and the protests continued for quite some time. It should be noted that this was at a time when there was general consensus with the Student Representative Council – a statutory and legitimate body of students – about how the issues should be addressed. In addition, the protest continued despite the SRC having called for the resumption of classes.

The myth that the University management was neither ready to engage nor prepared to give students an audience must be dispelled. This myth has been used to justify the violence and vandalism of property at UWC. Purveyors of this myth suggest that giving someone an audience is synonymous with acceding to their demands or point of view. The reality is that the University had several meetings with the 'leaders' of the protesting students. As it has been their wont, the student demands kept changing, and their leadership was amorphous and constantly changed. This meant that no one was prepared to take responsibility or could be held accountable for the decisions taken in an attempt to address their concerns. On the contrary, the University management did not renege on any of the agreements it made. This is crucial, as it contributes to building social capital, especially trust and integrity.

The student protest destabilised the academic programme, dug deeply into the pockets of the University and left a divided university community. The violent nature of the protest action was very unfortunate. It left many students

and staff traumatised. Several buildings were vandalised and it created an atmosphere of fear and anxiety – an atmosphere not conducive to learning.

The protest action dug deeply into the financial coffers of the University. The cost of the protest is not limited to damage to property. It includes the booking of examination venues, the transport and accommodation of students evacuated from campus, the provision of food for the affected students, the hiring of security, and the concessions made during the protest, such as the payment of a wage subsidy to the outsourced workers. All of these have been estimated at a total of R 46 million. These are funds that the University could have used for other projects to advance the learning opportunities and experience of our students.

The impact of the protest on social cohesion on campus was perhaps the most severe. Given the history of the University as an institution that serves the poor, protest action for equitable access to higher education should naturally have been a catalyst toward the unification of the University community. Regrettably, it instead polarised the institution between those for and those against the protest. It left us with a fractured university community. The violent nature of the protest made matters worse, as some of our students became victims of intimidation and traumatised by the struggle purportedly in their name. Restoring trust and rebuilding relations within the University is a challenge we cannot defer, as this would affect the long-term stability of the University.

It is said that the greatest use of life is to spend it on something that will outlast it. Thus leadership is not about surrendering to the expediency of the moment or being motivated by instant gratification. Instead, leadership is about preserving the institutions we inherit and bequeathing them to posterity in an even better state than what we inherited. This has been our guiding principle throughout the year, and especially during the last quarter of the academic year, when we grappled with the student demands during the protest action. We hope that we have acted in the best interests of the future of the University.



FINANCIAL SUSTAINABILITY

The year 2015 was a very challenging one for the country financially, and for the university sector generally. The depreciation of the Rand had serious implications for the academic project, especially in relation to the purchase of academic resources, books and equipment that we source from abroad. A weak currency means we buy less than we require to meet the needs of our students. This has affected the resourcing of our library and laboratories in many ways.

In addition to the national financial environment, there were specific sector- and institution-based issues that affected the standing of our finances as a university. The student protest was one them. These issues gave rise to a lot of unplanned costs that were incurred during the year, which added to the financial burden on the University coffers.

Under the leadership of the Executive Director: Finance and Services, Mr Manie Regal, UWC has, for the past few years, managed to achieve remarkable results with ongoing annual surpluses. Despite the challenges we experienced in 2015, we managed to maintain this trajectory and kept the University afloat. However, it is clear that, going forward, the University needs to build its capacity for third-stream income to guarantee its future sustainability.

Additional information can be found in the Financial Review section of this Annual Report.

INFRASTRUCTURE

UWC comes out of an exciting decade of constructing significant new academic buildings, and 2015 has set in motion another phase of infrastructure developments. We completed extensive expansion and renovation of the Sports Stadium, which included a new gymnasium. We have begun demolition work and the repurposing of the Old Science Complex to physically move and co-locate four departments: Computational Sciences, Information Systems, Mathematics and Statistics. The precinct will also accommodate two new flat-floor teaching facilities. The location of the newly acquired facilities in the Bellville city centre provides an exciting opportunity to connect town and gown. Internal demolition has commenced and we

expect to complete the project in 2018 to relocate four cognate disciplines: Nursing, Physiotherapy, Occupational Therapy and Complementary Medicine. In addition, we also completed the design of a new infill project to support the Centre for Multilingualism and Diversity Research in the Arts Faculty. Construction of this development will start in 2016.

ICT infrastructure has an impact on the entire campus and on basically everything we do. The rapid change in technology and the proliferation of new devices are challenging almost all modern-day organisations to continuously invest in new ICT infrastructure and systems as they endeavour to better serve their constituencies or bring about efficiencies. Universities are no exception. At UWC, specific technologies were sought and adopted to enable a more interactive and engaging teaching experience, facilitate high-end research, allow for more efficient administrative processes and expand connectivity across the campus.

During 2015, UWC continued with simultaneous investments in all of these areas as it continued to pursue a smart campus strategy. The following are key ICT achievements:

- The UWC teaching experience continues to be revolutionised with the increasing adoption of the iKamva Learning Management System. During the period under review, 934 online environments (UWC-registered modules) were created on iKamva and 64% of staff across departments are using the iKamva platform. In 2015 the system was expanded to include 40 000 concurrent devices on iKamva, and this will be increased further in the future.
- In 2015, UWC's high-end scientific research environments, which depend on big data transfer capability (often between global centres), received a significant boost through a 10-fold bandwidth capacity boost, from 100 megabytes to one gigabyte per second. This was achieved through the implementation of the science DMZ (demilitarised zone), an innovative delivery system that pushes the boundary for internet access and enables more reliable and higher speed connectivity for research purposes.



- Wi-Fi rollout: During 2015 we commissioned the phased rollout of a Wi-Fi densification project to expand campus wireless coverage to indoor and outdoor areas so that a vast number of devices can use it without incurring excessive data charges. The expansion of the system will significantly enhance the student experience and will allow for 65 000 concurrent devices, as well as user authentication capacity. Due to the protest action on campus, the deployment of access points on campus was paused and the project will now be completed in 2016.

REPUTATION MATTERS

Universities depend highly on their reputation for survival. A university's reputation is anchored in the strength of its academic project, the quality of its research output, and the calibre of the students it produces. Building reputation is a collective effort. While it takes decades to build a reputation, it can take one incident to destroy it. It thus is important how the University's image is projected in the public domain. This can be done proactively through dedicated campaigns to profile the work of the University.

UWC monitors its coverage in the media and receives annual comparative reports. The annual coverage declined from 1 772 in 2014 to 1 664 in 2015. While this should ordinarily be welcomed, given the student protest action that took place in the last quarter of 2015, it should also not be taken lightly, as this may suggest a decline in the participation of UWC staff in public discourse, as the coverage reflects citation in news clippings and the solicitation of views from UWC staff. However, we are happy that, despite the protest, the bulk (58%) of the coverage that UWC received in 2015 was positive, while only 11% was negative publicity and 30% was neutral.

We started 2015 with the launch of the #I am UWC campaign, aimed to build a sense of ownership and collective responsibility towards the image and reputation of the University. This was one of our proactive campaigns to raise the profile of the University in the public domain. "I am UWC, you are UWC, we are UWC" is a public campaign that encourages all stakeholders, including parents,

students, alumni and staff, to take pride in and play their part as ambassadors of the University. The campaign won a merit award for excellence in branding at the annual Marketing, Advancement and Communication in Education (MACE) conference in July 2015.

Alumni play a significant role in projecting the image of their alma mater in the public domain and, through their individual and collective achievements, they hoist the flag of the University high. Building on the work done in 2014 as part of the launch of the alumni reunion for the 1980s, we used 2015 to consolidate on those gains and to build structures of alumni to create platforms for engagement and ongoing networking amongst the alumni. Four new alumni chapters were launched in 2015.

The Chancellor's Prestigious Alumni Awards continued to present a unique opportunity to profile the high achievers that the University has produced. Following the launch in 2014, the Chancellor's Alumni Awards were held again in October 2015 and 10 alumni were honoured. These were Dr Razeena Omar and Mr Ashley Uys, honoured for outstanding contributions in the field of Science and Technology; Prof Nicolette Roman and Extraordinary Professor Praneet Valodia, for outstanding contributions in the field of Health Sciences; Adv. Hishaam Mohamed, for outstanding contributions in the field of Law; Ms NargisGani, Dr Nomafrench Mbombo and Prof Leila Patel, who were honoured as outstanding Women in Leadership; Dr Tanushree Pillay and Mr Tobias Titus, who were honoured for contributions in sport; and Prof Daan Cloete and Prof Jaap Durand, who received Special Recognition Awards. All 10 awardees are public figures in their own right, and these awards are UWC's way of celebrating and recognising excellence. UWC is proud to be associated with them and to have played a role in their career paths at one stage or the other. We hope that, by celebrating and recognising their achievements, we can contribute to building new role models for our society, and in particular for its youth.

The image of the University also determines its ability to build and strengthen partnerships for funding and donations towards the strategic initiatives of the University.

UWC made good progress in mobilising support from corporate, institutional and individual donors in the period under review, including increasing the funds raised in 2015 by 57.78% compared to 2014. In addition to funds raised for investment in infrastructure, significant support was shown by the donor community for supporting the academic outreach projects of the University. There is room for improvement in our ability to build a public profile and our capacity to attract funding for the University.

CONCLUSION

The year 2015 presented both challenges and exciting opportunities, from which we have drawn important lessons. It offered the newly appointed leadership an opportunity to find its coherence as a team and engage meaningfully with the campus community to give prominence to strategic and emerging priorities and to tackle these challenges with assurance. The national student protests also brought the complexities and vulnerabilities of our own institution into sharper focus. We have come to appreciate the importance of trust and of our staff and students' experience of a sense of purpose and belonging, which will help to foster wider connections both internally and externally. During the protests we also saw the power of social media and mobile applications as tools for rapid communication, and we hope to enhance our communication capabilities advantageously going forward. From the 2015 experience as a whole, we have learned not to succumb to short termism and to make false promises that we cannot keep, but rather to build confidence in and the long-term credibility of our ability to deliver on the choices that we make. The University is on an exciting trajectory and the achievements of 2015 are important milestones in pursuit of our aspirations. I wish to take this opportunity to express my sincere thanks to the University community – staff and students – who have contributed to our collective successes.

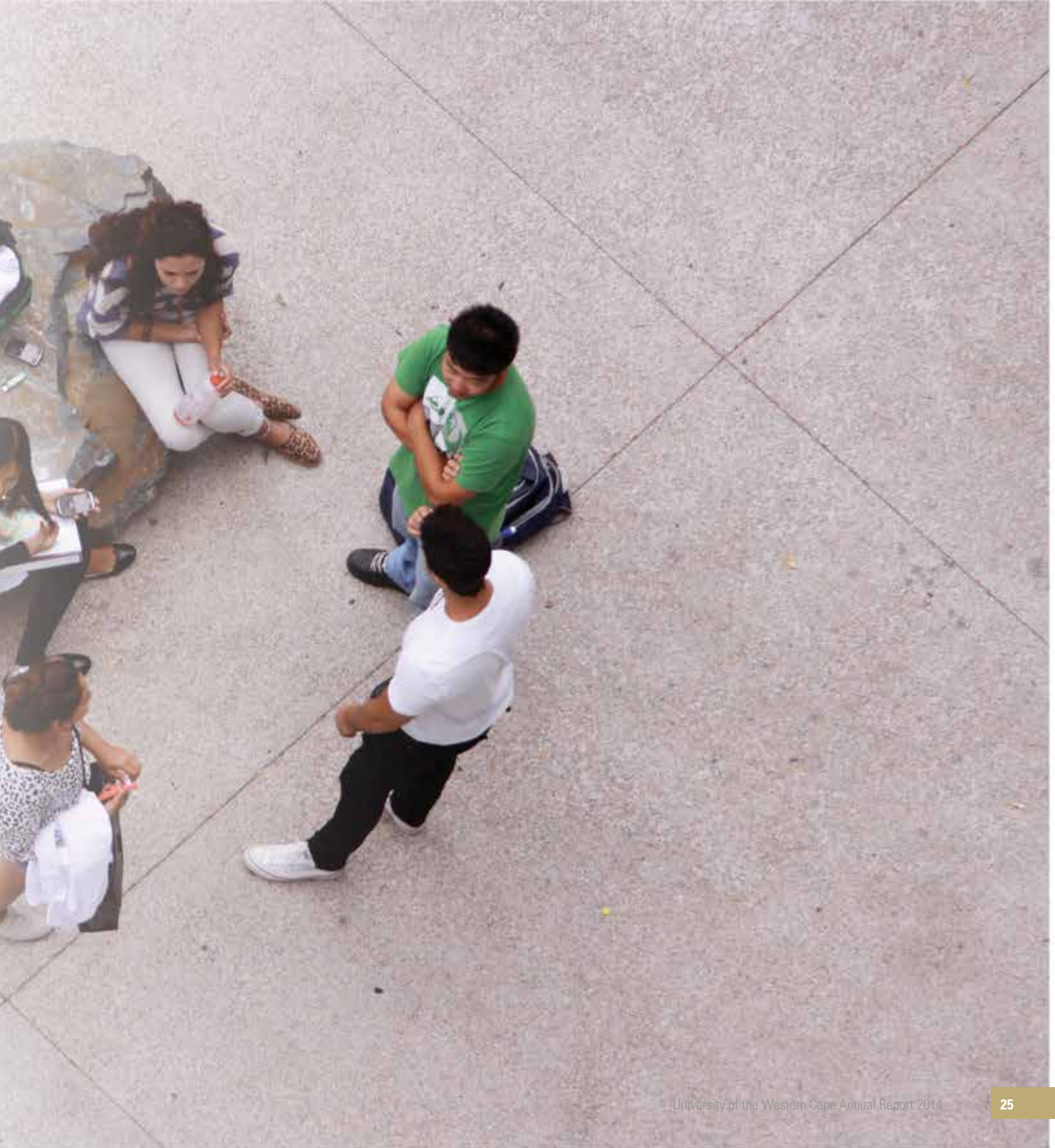


Professor Tyrone Pretorius
Rector and Vice-Chancellor





UNIVERSITY of the
WESTERN CAPE



CHAIRPERSON OF SENATE

Prof Tyrone Pretorius



I It remains a singular pleasure to report on the teaching, learning, research and community engagement activities of the University of the Western Cape (UWC). Constituting the core business of the University, the continued efforts of staff to provide our students with a quality learning experience, both inside and out of the classroom, as well as the huge strides we continue to make in terms of our growing research profile, give us confidence in the strategic direction of the institution.

The Institutional Operating Plan 2010–2015 (IOP) argues that the academic project must be characterised by quality teaching and learning processes that are contextually responsive and able to enhance the ability of all students, whatever their educational backgrounds, to learn to their full potential. Similarly, it must support and give prominence to high-end, cutting-edge research endeavours that build a culture of intellectual enquiry in which students are able to participate, and to generate new knowledge essential to South Africa’s development.

In addition, the University also accepts the responsibility to use its research base in support of the country’s innovation aspirations in seeking for the application of new solutions through more effective products, processes, services, technologies and ideas, and making these available to markets, governments, society and the communities within which we work.

This report speaks to some of our initiatives aimed at giving effect to these goals.

COMPOSITION OF SENATE

Senate is a statutory body of the University and advises Council on all academic matters. The Senate is supported by its executive committee and a range of sub-committees, and all its committees have clear terms of reference that set out their roles and responsibilities.

The UWC Senate consists of:

- members of the University executive;
- Council representatives;
- deans of faculties;
- professors (along with specified visiting, extraordinary and honorary professors);
- the directors of schools, centres and institutes at the University;
- all chairpersons of academic departments and similar academic structures;
- eight academic employees;
- eight non-academic employees;
- eight registered students;
- the director of library services;
- the director of teaching and learning;
- the director of postgraduate studies; and
- such additional persons, not more than eight in number, as the Council, on the recommendation of the Senate, may decide upon.

LEADERSHIP AND FACULTIES

At an executive leadership level, the academic project is led by the two Deputy Vice-Chancellors, Prof Vivienne Lawack (DVC: Academic) and Prof Frans Swanepoel (DVC: Research and Innovation). They are supported by the Deans and Deputy Deans of our seven faculties. We are grateful for their sterling work in spearheading the academic mandate of UWC in 2015.

UWC has seven faculties, namely the faculties of Arts; Community and Health Sciences (CHS); Dentistry; Economic and Management Sciences (EMS); Education; Law; and Natural Sciences. All faculties, except Dentistry, are located on the main campus in Bellville. The Faculty of



Dentistry operates from two campuses – the primary campus at the Tygerberg Hospital Complex in Bellville and a satellite campus in Mitchell’s Plain.

ENROLMENT MANDATE

Expanding access to education is a major priority of the White Paper on Post-School Education and Training adopted by government in November 2013. The White Paper has set ambitious targets for higher education. It says, “Participation in universities must increase from the current rate of 17.3% to 25%; by 2030 there should be a total enrolment of approximately 1.6 million.” To achieve this target, each university has to play its part – including through expanding the capacity of infrastructure and increasing its staff complement to accommodate this growth.

The Department of Higher Education and Training has established an enrolment planning framework requiring universities to submit their enrolment plans over a six-year period. Annually, universities are expected to report on the progress made towards the achievement of this mandate, and this is to be reflected in the annual report. UWC’s 2014–2019 enrolment mandate was approved by Senate and by the University Council in 2014. The enrolment mandate includes the following targets:

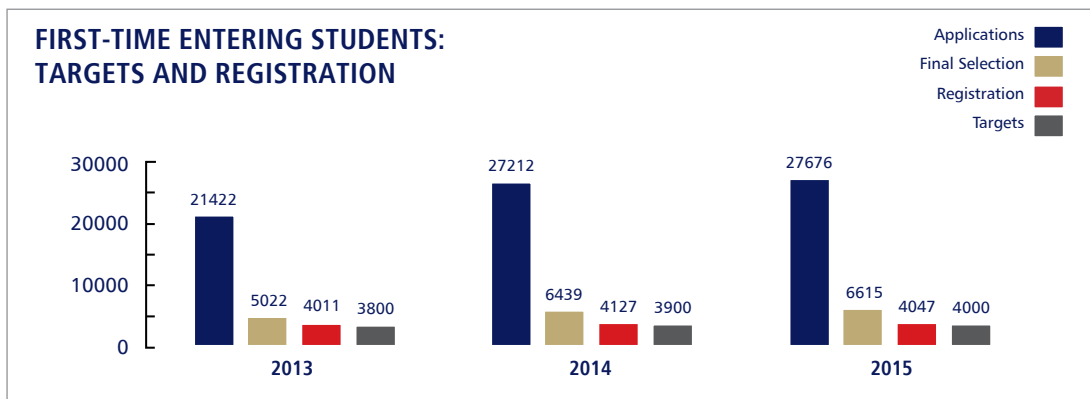
- Headcount will increase from 19 591 in 2012 to 25 623 in 2019, which represents a 3.9% increase over the period;
- Unweighted FTE totals are expected to increase from 15 367 in 2012 to 19 519 in 2019;

- Funded teaching input units (weighted FTE) will increase from 3.25% to 3.41% of the national share;
- Graduates are expected to increase from 3 705 in 2012 to 5 726 in 2019;
- Publication units are expected to increase from 367 units in 2012 to 422 units in 2019;
- The ratio of research outputs to permanent academic staff is expected to increase from 1.51 in 2012 to 1.54 in 2019; and
- The targeted success rate is expected to increase from 80% in 2012 to 82% by 2019.

A key priority for UWC is to find a balance between the size, shape and mix of students enrolled, and to ensure smart growth of the student population, especially growing the pool of postgraduate students. However, retaining students in the postgraduate programmes requires, in the first place, that we meet our targets for first-time entry students, and improve throughput and success rates.

First-time entering students

As in previous years, there has been a growing interest in applicants wanting to study at UWC. Increasingly, UWC receives more applications from prospective first-time entering students annually than it can accommodate. Our target for first-time entering students for 2015 was set at 4 000 students, whilst the University received more than 27 000 applications.



“A place where excellence is celebrated helps to boost the morale of people to aim high and motivates them to push the boundaries of knowledge and science”

The overall student headcount for 2015 stood at 20 382, a slight decline from the 2014 enrolment figure of 20 583. While the mix of our student population reflects that we have had a growth trajectory in both our undergraduate and postgraduate student population since 2012, we have experienced a decline in the total postgraduate

enrolment in 2015, regressing from 4 424 in 2014 to 4 123 in 2015. In addition to our normal postgraduate marketing effort, more focused attention will be given to develop strategies to retain more of our undergraduate students in postgraduate studies.

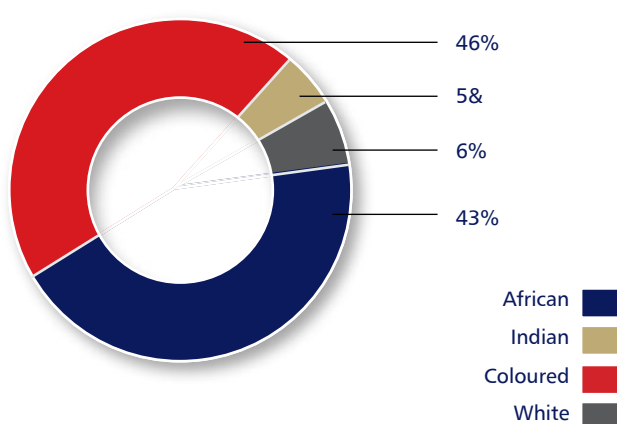
Student enrolment

Enrolment categories	2012	2013	2014	2015
First-time entering undergraduate students	3 866	3 897	4 109	4 047
Total undergraduate	15 598	15 980	16 159	16 259
Total postgraduate	3 992	4 404	4 424	4 123
TOTAL STUDENTS	19 590	20 384	20 583	20 382

The demographic profile of our students shows that UWC remains a very diverse institution in terms of race and gender. The majority of our student population is female, at 59%. The race profile of our students has shifted

slightly from 2014, with the proportion of white students increasing from 5% (2014) to 6%. The proportion of coloured students was 46%, African students constituted 43% and Indian students 5%.

2015 Student profile by race



Student population by gender

Gender	2012	2013	2014	2015
Male	7 833	8 213	8 214	8 252
Female	11 757	12 171	12 369	12 130
TOTAL	19 590	20384	20583	20 382



The figures below show the distribution of our students by field of study and indicate that the broad enrolment categories of Humanities and Science and Technology continue to attract the majority of students. In 2015, 42% of our students were enrolled in programmes in the Humanities, followed by 38% in Science and Technology.

Business and Management accounted for 12% of the overall student population. Education enrolment constituted 8%, and this is expected to grow slightly with the introduction of Foundation Education in 2016. Education students constituted 9% of the total student population in 2015.

Headcount by major field of study 2005–2015

	2005	2007	2009	2010	2011	2012	2013	2014	2015
Science, Engineering, Technology	2 477	4 613	5 043	6 648	6 837	7 118	7 633	7 794	7 717
Business / Management	2 150	2 046	2 524	2 367	2 526	2 667	2 577	2 512	2 437
Education	1 307	999	1 074	2 072	2 100	1 805	1 788	1 767	1 738
Humanities	6 646	7 270	7 562	6 972	7 304	8 000	8 387	8 510	8 490
TOTAL	12 580	14 928	16 203	18 059	18 767	19 590	20 385	20 583	20 382

The next table provides an overview of our 2015 student enrolment by level of study per faculty. It shows that a quarter (25%) of our students were enrolled in the Faculty of Economic and Management Sciences, followed by Arts (17%), Science (17%) and Community Health Sciences

(16%). However, 28% of the proportion of Master's students and 34% of Doctoral students were enrolled in the Science Faculty. A significant majority (63%) of our students are in the scarce skills programmes, showing the relevance of our programmes to the national goals.

An overview of 2015 enrolment per faculty

CATEGORY	Arts	CHS	Dentistry	Education	EMS	Law	Science	TOTAL
First-time entering students	1 054	561	96	333	952	455	596	4 047
Headcount UG diplomas and degrees	3 335	2 450	512	1 396	4 222	1 935	2 409	16 259
Headcount Honours degrees and PG diplomas	170	154	146	353	505	36	200	1 564
Headcount Master's degrees	169	412	75	127	296	194	494	1 767
Headcount Doctoral degrees	121	180	11	80	85	45	270	792
TOTAL headcount enrolment	3 795	3 196	744	1 956	5 108	2 210	3 373	20 382

Student success

Universities' dropout rates have been increasing and are reported to be above 50%. Universities therefore are required to provide additional support to curb student dropout and increase success rates. Over the last number of years, UWC has been developing and refining its Student

Management System, which allows for the tracking of students and the proactive identification of students at risk. The tracking system serves as an early warning system, enabling the lecturers to implement appropriate interventions to identify and assist students before it is too late.



The following table includes some of the indicators that we use to track progress in relation to student success. The student protest action of 2015 had a very disruptive impact on the final examinations and resulted in exams being postponed more than once. Eventually, the decision was taken to use continuous assessment marks as final results for non-final year students. This resulted in a slightly higher than expected degree credit rate. The disruption and closure of the campus during a critical time in the academic year also impacted on postgraduate students in various ways, and resulted in many of them not being able to complete their research projects and/or theses at the end of 2015. An extension was granted to postgraduate students, but unfortunately a number of postgraduate students who were expected to complete in 2015 will now only complete in 2016. The percentage of graduates in 2015 as a proportion of total headcount enrolment is also higher than expected, mainly due to the overall under-enrolment in 2015.

Indicator	2012	2013	2014	2015
Degree credit rate	80%	81%	81%	84%
Number of undergraduate degrees awarded	2 122	2 385	2 678	2 923
Graduates as a % of total headcount enrolment	19%	21%	22%	23.5%

QUALITY ASSURANCE AND ACADEMIC PLANNING

The University has an obligation to maintain the quality of the academic programmes it offers. Programmes are subjected to rigorous reviews by internal peers, external advisors and statutory bodies. In addition, the Higher Education Quality Committee (HEQC) conducts reviews of old and new programmes for accreditation and re-accreditation to assure that the quality of what is being offered by universities meets the requisite standards. Universities also have their own internal processes to review academic programmes. Meanwhile, over and above the normal accreditation by the higher education quality assurance body, some programmes are reviewed by professional bodies that oversee and grant accreditation to different professional programmes.

The Senate Academic Planning (SAP) committee oversees this whole process and makes recommendations to Senate. SAP also considers proposals for new programmes, the disestablishment of existing programmes and changes to names of departments or programmes, and makes appropriate commendations to Senate.

During 2015, internal academic reviews were conducted for the following programmes:

- Department of Accounting
- Department of Biodiversity and Conservation Biology
- Department of Industrial Psychology
- Department of Language Education and
- Department of Medical Biosciences

The Masters of Arts in Creative Writing underwent an internal review and accreditation process and received full accreditation.

External reviews were conducted for four programmes, and all of them received full re-accreditation by their professional boards for 2015 to 2019. These are:

- BSc in Occupational Therapy
- BSc in Physiotherapy
- BSc in Dietetics and
- B Honours in Biokinetics

BCom Financial Accounting was reviewed by the professional body, the South African Institute of Public Accountants (SAIPA), and successfully received accreditation.

Over the three years, 2011 to 2013, the Council on Higher Education embarked on a process requiring all higher education institutions to realign and submit all their programmes for reaccreditation. This step was aimed, among others, at achieving greater “coherence and consistency in the designation, credit value and pegging of some qualifications in the context of different professions”, and better articulation between programmes. Each institution was required to classify its full complement of programmes into one of three categories: (i) category A, which signifies programmes with slight changes, such as changes in the designation (for example from Latin to English); (ii) category B, which refers to programmes with



less than 50% changes in the curriculum content; and (iii) category C, which includes programmes intended to be taught out. The 2014 report had indicated 15 programmes under category B to be awaiting a final outcome from the HEQC. We are happy to report that the HEQC approved all of them in 2015.

The Academic Planning Committee of Senate makes recommendations for new programmes to be established, as well as the disestablishment of existing ones. During 2015, the Academic Planning Committee recommended the disestablishment of the South African Herbal Sciences and Medicine Institute (SAHSMI) to Senate and, upon recommendation of Senate, this was subsequently approved by Council.

Departments make proposals to change their names, either to fit the new focus and/or changes in the profession. During 2015, the following changes were recommended by the Senate Academic Planning Committee:

- The Faculty of Community Health Sciences proposed to change the name of the Department of Human Ecology and Dietetics to the Department of Dietetics and Nutrition.
- The Faculty of Arts proposed to change the name of the Department of Geography and Environmental Studies to the Department of Geography, Environmental Studies and Tourism.

Senate agreed to the proposed changes and Council approved the recommendations.

Council also approved the proposed amendment of the Constitution of the UWC Legal Aid Clinic to enable student representation.

TEACHING AND LEARNING

UWC's mission places excellence in teaching and learning at the forefront of our commitments. This requires ongoing attention to the viability of our academic offerings and their relevance to national and international needs. In the pursuit of excellence, UWC aims to offer a supportive and stimulating teaching and learning environment. The *Charter of Graduate Attributes and the Strategic Plan for Teaching*

and Learning provide guiding frameworks in support of the IOP strategies. UWC has a range of activities that focus on constantly improving teaching and learning practices: among these is integrating graduate attributes into the curriculum to ensure that we remain focused on the holistic development of our students.

Soon after she started at UWC, the new DVC: Academic, Prof Lawack, held a breakaway workshop with the deans, deputy deans for Teaching and Learning, faculty teaching and learning specialists and other key role players to review the teaching and learning strategy with a view to inform the University's strategic framework going forward. Promoting excellence in a learning-focused and research-led academic environment that facilitates local and global engagement and that is responsive to a rapidly changing 21st century context has been identified as a key objective to be pursued going forward.

UWC has a Directorate of Teaching and Learning, which coordinates University-wide programmes to support this important focus area, with Prof Vivienne Bozalek as the Director. The coordination of teaching and learning activities at faculty level is led by deputy deans, and they are supported by teaching and learning specialists. Following some resignations, not all faculties have teaching and learning specialists, which is an area of concern that will receive attention in 2016. Each faculty has a Teaching and Learning Committee that reports to the Senate Committee for Teaching and Learning. The functionality of these committees and their representation varies between faculties. Some have junior members of departments and others more senior members who are able to take forward the faculty's vision of teaching and learning in their own departments.

As part of a process of continuous learning, we draw on in-house and external experts to share their knowledge and experience with us. In August 2015, Prof Jan Herrington from Murdoch University visited UWC and held a two-day strategic workshop with the deputy deans for Teaching and Learning and faculty teaching and learning specialists, focusing on how to incorporate authentic learning and design-based research into UWC's Teaching and Learning



Strategy. UWC staff also participated in the regional symposium for Extended Curriculum Programme (ECP) staff held in August 2015, which was also facilitated by Prof Herrington. The contribution of these workshops to enhancing the teaching approach of our staff is immeasurable.

The year 2014 marked the beginning of the formal requirement of a Portfolio of Teaching and Learning for probation and promotion purposes, thereby incorporating the emphasis on teaching and learning in our policies and practices. A short course was developed to assist academics in this regard, and a second iteration of this 14-week course was conducted in 2015.

A major project in 2015 was the completion, by the first cohort, of the new regional Postgraduate Diploma in Teaching and Learning in Higher Education, which was co-hosted and co-taught across three higher education institutions in the Western Cape. Twenty-nine people successfully completed this postgraduate diploma, which focuses on improving their teaching and learning practices in higher education.

In order to develop and promote the scholarship of teaching and learning, UWC provides research grants to staff to undertake research in this area. These grants were made available to staff members during the second semester of 2014 so that they could be used from early 2015. We are pleased about the fact that, annually, UWC's contribution to this field of research grows through our contribution to journal publications and delivery of papers at conferences. In order to assist staff with converting research into publications, a number of UWC staff members participated in an annual regional workshop on "Writing for Publication", and we are pleased that several of our staff members have published in accredited journals following these workshops.

In line with the promotion of scholarship in teaching and learning, the Directorate of Teaching and Learning established an international journal of teaching and learning, *Critical Studies in Teaching and Learning* (CSTL). We are pleased to report that, in 2015, the journal produced two more editions of its third volume – with articles from

international and local writers, as well as book reviews on critical teaching and learning in higher education.

Infusing technology into teaching and learning and promoting technology-enhanced learning (TEL) are imperative for any university that seeks to craft its future in the 21st century. However, how to do this effectively in a classroom setting poses various challenges and adaptations. Training and workshops go a long way to assist academics to develop new techniques and to adapt their teaching approaches to use technology more effectively. UWC's Director of Teaching and Learning coordinated the regional Emerging Technologies Programme to improve Teaching in Higher Education CHEC short course, which was attended by a number of UWC academics.

Developing a more responsive teaching and learning environment that promotes and enhances flexible learning was one of the priorities for 2015. To start with, research into the possibilities of flexible learning needed to be conducted to understand the perceptions of people, as well as the readiness of the environment for such to be rolled out on grand scale. Professor Shirley Walters was appointed to head this research project, which was finalised in 2015, and various sites have been identified as pilot initiatives for flexible learning. This work is continuing in 2016 and will be monitored, and the lessons learnt will be adapted for a full-scale implementation.

There is continued external recognition of UWC work and contribution in the area of teaching and learning. Prof Lindsay Clowes from the Department of Women's and Gender Studies in the Faculty of Arts was awarded the National Excellence in Teaching and Learning Award by HELTASA, the Council on Higher Education's body that focuses on teaching and learning. This was the fifth consecutive year that a UWC staff member received national recognition through a HELTASA award.

The University in the digital age

There are ongoing changes in higher education in terms of modes of educational provision, and face-to-face teaching methods increasingly are being complemented by mixed-mode forms of provision. At UWC this is supported through



the Centre for Innovative Education and Communication Technologies (CIECT), led by Dr Juliet Stoltenkamp. Over the past few years, the University has been enhancing its ICT infrastructure capacity to support these initiatives better. The fact that students and staff are increasingly using multiple devices, however, adds constant pressure to continue to expand infrastructure capacity, especially in terms of WiFi provision.

The value of and diverse options available in using technology as an integral part of our teaching and learning approach was emphasised during the student protest action in 2015, when classes and examinations were disrupted. We started the integration of educational technologies to support blended learning environments a number of years ago. In 2015, several training workshops and consultative sessions (one-on-one office consultations) for academics were conducted across faculties to help staff with the application of the eTools for teaching, the support of learning, and the options for online assessment. Faculties have largely embraced this change initiative and annually there is an increase in the number of modules that have been created within the institutional learning management system, iKamva. At the end of 2015, almost 1 000 modules were being supported through iKamva, with approximately 64% of academics utilising the platform.

UWC's learning management system, iKamva/Sakai, provides mobile integration, allowing users to access the platform with any mobile device, inter alia to download notes, view videos, engage in polls and discussion forums, etc. During 2015, we made progress to ensure the integration of the iKamva/Sakai platforms with the Student Administration System Integration (SASI) platform to enable students to have automatic access to their online modules. The system is also accessible to external users. There has been greater interest in the system, as shown by the number of users accessing the system daily. In 2015, a total of more than 20 428 unique users accessed the system, with some accessing the system on average three times a day.

Our experience and readiness to operate as a university in the digital age was put to the test last year, when we explored utilising eAssessment tools as an option for the

examination of certain modules. This was a very valuable learning experience that will be explored and developed further.

Many of our first-year students arrive on campus with limited computer experience. To ensure a smooth transition into the University's digital spaces, UWC conducts large-scale basic computer literacy training for first-year students. The CIECT team has developed a Digital Academic Literacy (DAL) Programme, which includes basic computer literacy skills, such as in Word and Excel, and is made available to students across University faculties and departments. In addition to individual and group sessions, our CIECT team conducted dedicated training for first-year students from 17 departments in 2015.

As has been the case since 2008, the CIECT team hosted its Annual Colloquium – the 8th – in 2015, giving UWC lecturers the opportunity to present their experiences in online environments with the campus community. This contributes to the development of scholarship in this area, and some of our lecturers have also presented their work at local and international conferences.

We continue to see and reap the benefits of intensifying our efforts in using digital platforms and will continue to focus on and improve our efforts in this area in the interest of providing our students with the best possible learning experience.

RESEARCH

UWC aspires to become a leading research university in South Africa with local relevance, regional impact and global recognition. Our strategy for research is anchored in broad capacity development, the strengthening of research niche areas and increased competence in innovation. We seek to build a critical mass of inspiring research leaders and mentors and to build sustainable research capacity through support to postgraduate training and staff development. The relevance of our research is to find expression through contributing to human progress – making a difference in the lives of people.



Research and innovation activities are led by Prof Frans Swanepoel, DVC Research and Innovation, and Senate provides oversight through the Senate Higher Degrees and Senate Research committees.

A research-led institution

Science and technology are, indeed, vital drivers of human progress. However, human progress would be incomplete and devoid of meaning if it was without humanness. UWC has identified science and innovation as key focus areas, but sees both arts and science as complementary to the development of a better society for the future. It is for this reason that we have ensured that the greater focus on the sciences is not advanced to the detriment of humanities. UWC is committed to the advancement of cutting-edge research in both the natural sciences and the social sciences and humanities.

The Department of Science and Technology and the National Research Foundation support the development of research and innovation, and implement a nation-wide programme to provide funding support for the development of research in various priority areas. One of these initiatives is the prestigious South African Research Chairs Initiative (SARChI). The main aim of this initiative is to strengthen the scientific research leadership and capacity in South African universities. It has been envisaged as a programme to create a sustainable critical mass of world-class academics and scholars who will train future generations of South African knowledge producers for the growing knowledge-based economy.

Over the years, UWC has benefited from this programme and, until 2014, had been awarded 10 of these prestigious Research Chairs. In 2015, UWC was awarded three additional DST-NRF chairs, increasing the total number of these chairs hosted by UWC to 13. The three are the SARChI Chair in Visual History and Theory, led by Professor Patricia Hayes; the SARChI Chair in Health Systems Governance, led by Professor Helen Schneider; and lastly, the SA-UK Bilateral Chair in Social Protection for Food Security in South Africa, led by Dr Stephen Devereux. This chair is hosted in the Centre of Excellence in Food Security led by Professor Julian May. The focus of these chairs indicates the degree of

relevance of our research and programmes to the challenges of the country and the continent, and will enhance both our institutional relevance and connectedness going forward. The research chairs play an important role in building capacity in the respective focus areas and in developing a critical mass of skills and expertise among students and academics.

The awarding of the DST Flagship on Critical Thought in African Humanities to UWC in 2015 was historic. It made UWC the first institution to receive such a flagship in South Africa. Under the capable leadership of Prof Premesh Lalu, Director of the Centre for Humanities Research, this provides valuable support to our existing initiatives to enhance our capacity and impact in the humanities and to advance our goal as a research-led university. There has been general concern in public discourse in South Africa about the erosion or disappearance of the humanities in academia. This concern, together with the recent discourse on decolonisation and the Africanisation of the higher education curriculum, has highlighted the significance of the humanities as a critical element of mainstream academic enquiry.

In 2015, following a comprehensive review process, the NRF extended the SKA/SARChI Chair of Prof Roy Maartens for a further five years. This will allow Prof Maartens to continue building his research team in SKA (Square Kilometre Array) cosmology within the Department of Physics and Astronomy. UWC is proud of its capacity in this field, in which it has three NRF A-rated scientists: Profs Roy Maartens, Romeel Davé and Russ Taylor. The SKA will be the world's biggest astronomy facility, and most of it will be built in South Africa. Teams such as those led by Prof Maartens are developing the next generation of South African scholars needed for our country to be able to produce world-class science from the SKA. Prof Maartens's research group will be closely linked to the new Centre for Radio Cosmology in the Department.

In addition to the three new SARChI Chairs referred to above, the previously awarded SARChI Chairs are in the following areas:

- Bioinformatics and Human Health – Prof Alan Christoffels



- Poverty, Land and Agrarian Studies – Prof Ben Cousins
- Astronomy and Astrophysics – Prof Roy Maartens
- Cosmology and Multi-Wavelength Data - Prof Romeel Davé
- Observational Radio Astronomy (shared with UCT) – Prof Russ Taylor
- Nuclear Science Physics – Prof Smarajit Triambak
- Nano-Electrochemistry and Sensor Technology – Prof Emmanuel Iwuoha
- Microbial Genomics – Prof Marla Tuffin
- Multi-level Government, Law and Development – Prof Nico Steytler
- Mathematics Education – Prof Cyril Julie
- Health Systems, Complexity and Change – Prof Asha George, following the retirement of Prof Wim van Damme

The growth and diversity of our South African Research Chairs Initiative (SARChI) chairs, funded jointly by the Department of Science and Technology (DST) and the National Research Foundation (NRF), is testament to UWC's growing reputation as a research-led institution.

Institutes, schools, research centres and research niches

UWC has experienced continued growth in the number of centres and institutes across disciplines in the past few years. It is impossible in a report of this nature to do justice to the work of the various faculties and their associated institutes, schools and centres, but below we have listed some of the most important research units and their research focus areas:

- The Desmond Tutu Centre for Spirituality and Society was launched in 2015 and aims to enhance Archbishop Tutu's legacy of ethical leadership, reconciliation and spirituality.
- The Interdisciplinary Centre for Sport Science and Development, which promotes sport as a powerful tool for development, peace, health, wellbeing and social change through high-quality research and combines the areas of sports and health sciences and community development and wellness.
- The South African National Bioinformatics Institute

(SANBI) is dedicated to the development of bioinformatics and genomics in South Africa.

- The School of Public Health is a World Health Organization (WHO) Collaborating Centre for Research and Training in Human Resources for Health, and builds the research capacity of African Ministries of Health through training courses at UWC.
- The Faculty of Dentistry is also a WHO Collaborating Centre for Oral Health, and trains oral health personnel in Africa and undertakes research on infectious diseases in dentistry, including hepatitis, HIV and TB.
- The DST/MinTek Nanotechnology Innovation Centre: Biolabels Unit is working on the identification of molecular biomarkers for diseases such as cancer, diabetes and HIV.
- The South African Institute for Advanced Materials Chemistry (SAIAMC) has been designated by the DST as a (HySA) Competence Centre in Systems Analysis, Integration and Technology Validation for Hydrogen and Fuel Cell Technologies.
- SensorLab is an electrochemistry, nanoscience and sensor research laboratory. Research involves the design, synthesis and analysis of soft organic and hard inorganic electroactive 'smart' nanomaterials.
- The Institute for Microbial Biotechnology and Metagenomics (IMBM) conducts research on the exploitation of microbial genome diversity, cloning and expression and researches biofuels technology.
- The DST/NRF Research Chair in Poverty, Land and Agrarian Studies focuses on property rights, rural production systems and the politics of land and natural resources and works with the Institute for Poverty, Land and Agrarian Studies (PLAAS). PLAAS engages in research, training, policy development and advocacy in relation to poverty, land and agrarian reform, rural governance and natural resource management, with a focus on fisheries and marine resources.
- The UNESCO Centre for Groundwater Studies engages in research and advocacy on sustainable groundwater utilisation and management in Africa. It is a major advisor to the African Council of Ministers and trains water scientists in the SADC region.
- The Astrophysics Group conducts research using the data from the SALT optical telescope at Sutherland and

“Quality teaching, learning and research are pivotal to the institution’s academic and financial viability and its long-term sustainability”

the MeerKAT array of radio telescopes near Carnarvon to answer key questions about the universe. Its research focuses on probing the properties of stars, galaxy evolution, the dark universe and fundamental physics and supercomputer simulations.

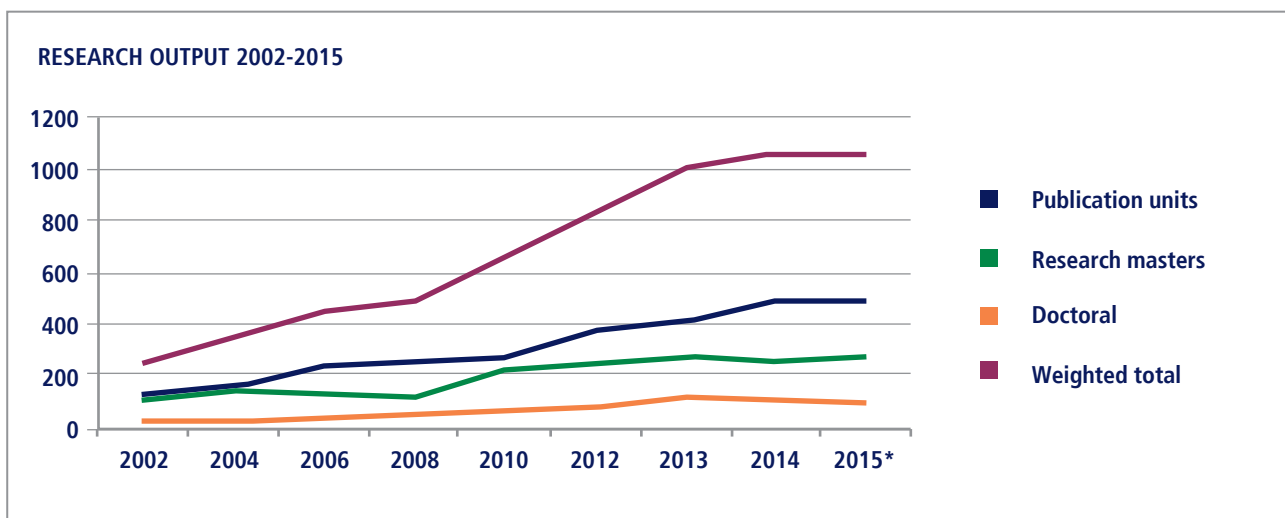
- The Environmental and NanoSciences group (ENS) has a number of industrial projects in the areas of nanoscience, environmental remediation and water-related research.
- In the Arts Faculty, the Centre for Humanities Research (CHR) promotes cross-disciplinary research in the human and social sciences, and its international standing is growing exponentially.
- UWC’s Dullah Omar Institute for Constitutional Law, Governance and Human Rights (previously the Community Law Centre) played a key role in drafting the South African Children’s Act and the 2008 Child Justice Bill, and currently enjoys observer status in the African Commission on Human and People’s Rights.
- The African Centre for Citizenship and Democracy (ACCEDE) engages in research and policy advocacy in the broad areas of citizenship, democracy and development
- The UWC FirstRand Foundation South African Chair in

Mathematics Education is aimed at improving the quality of mathematics teaching and learning in schools, with the intention of addressing the crisis in mathematics education in South Africa.

- The Institute for Post-School Studies (IPPS) in the Faculty of Education focuses on activities that promote a holistic understanding of post-schooling challenges, actively inform policy, enhance implementation and improve desired outcomes, particularly in vocational and adult education and training.

Research output

Total weighted research output is an important indicator of progress for any university. As seen in the graph below, UWC has shown significant growth in this area. For some time now, we have been concerned about our ability to maintain the steep growth curve that started in 2007 and, in 2014, the graph began to show a slower rate of growth in terms of the total weighted output, which is mainly attributable to the slightly lower graduation numbers in doctoral degrees and moderate growth in research master’s degrees awarded. Publication units have continued to grow, but also at a slower rate than in previous years.





Publication profile

	2002	2004	2006	2008	2010	2012	2013	2014	2015
Publication units	114	152	222	242	267	365	406	483	485*
Research Master's	89	134	137	116	221	254	267	255	275
Doctoral	15	23	28	42	60	75	111	104	96
Weighted total	248	355	443	484	667	844	1 006	1 050	1048

*unaudited

The NRF research rating of academic staff is also an area in which UWC has made continuous strides over the last number of years, and we are pleased about the fact that the number of academic staff members with NRF ratings continues to increase annually. As a result of growing staff numbers, the proportion of NRF-rated researchers among permanent academic staff has declined slightly, from 16% in 2014 to 15% in 2015. We are also very pleased that the proportion of permanent academic staff with PhDs continues to grow and, at the end of 2015, it increased to 56%. Similarly, the percentage of permanent academic staff appointed at the level of professor, associate professor and senior lecturer has increased to 54%. The challenge for the coming years would be to intensify support to academics to continue to grow their publication profiles and to encourage and support more of our researchers to submit applications for NRF ratings.

NFR ratings

	2013	2014	2015
Number of staff with NRF ratings	92	117	124
A-rated researchers	1	3*	3*
B-rated researchers	22	24	25

*Prof Russ Taylor holds a joint Chair between UCT and UWC

A culture of excellence

UWC aspires to become the epitome of excellence. It seeks to achieve this by nurturing and celebrating a culture of excellence. Developing a culture of excellence requires that due recognition is given to staff and students who perform well. A place where excellence is celebrated helps

to boost the morale of people to aim high and motivates them to push the boundaries of knowledge and science. UWC presents a number of awards annually, and members of staff are also recognised by external bodies for their contributions in their respective areas. All of these awards contribute to that culture of excellence.

For the category of senior staff who have made a continuous and sustained contribution to academe, either as a teacher or researcher, and to the University as an academic, administrator, leader, initiator of ideas or projects, the University bestows on them the title of emeritus professor.

The bestowal of emeritus professorships is limited to staff who were awarded professorships before they retired. In 2015, Senate recommended to Council the bestowal of emeritus professorship on the following staff members who have made a significant contribution to the growing reputation of UWC as a research-led university:

- Emeritus Professor: Prof Tony Parr (Department of English)
- Emeritus Professor: Prof Ampie Muller (Department of Industrial Psychology)
- Emeritus Professor: Prof Wendy Woodward (Department of English)
- Emeritus Professor: Prof Danelle Kotze (Department of Statistics and Population Studies)

The following are some of the external awards received by our staff in 2015:

- Dr Pedro Abrantes, from the Department of Medical Biosciences, was awarded the John David Williams Memorial Award of the International Society of Chemotherapy (ISC) for Infection and Cancer. This



award was presented to him during the 55th Interscience Conference on Antimicrobial Agents and Chemotherapy of the American Society for Microbiology (ASM)/ International Society of Chemotherapy for Infection and Cancer (ISC) and the 29th International Congress of Chemotherapy and Infection, held in San Diego, California in 2015.

- Our Master's Programme in Adult Learning and Global Change (ALGC) received the International Recognition for Excellence in E-learning Award at the 14th European Conference on e-Learning, held at Hertfordshire University, UK at the end of 2015. The Master's in ALGC, which is currently in its 15th year of existence, is delivered collaboratively by the University of the Western Cape (South Africa), Linköping University (Sweden), Monash University (Australia), and the University of British Columbia (Canada). ALGC is considered a major success in online learning initiatives. The UWC coordinator of the programme is Prof Zelda Groener.
- Prof Ralf Henkel, the Departmental Chairperson of the Department of Medical Biosciences, whose field of expertise is Andrology (male reproductive health), was inaugurated as Honorary Professor of the Universidad Peruana Cayetano Heredia, Lima, Peru.
- Prof Joy Papier, the Director of UWC's Institute for Post-School Studies, was appointed to the African Union's Continental TVET Expert Working Group, which held its inaugural meeting in Addis Ababa from 21 to 23 September 2015 under the auspices of the AU Commission's Department of Human Resources, Science and Technology.
- Prof Marla Trindade (Tuffin), the DST/NRF SARCHI Chair in Microbial Genomics and the Director of the Institute for Microbial Biotechnology and Metagenomics, won the 2015 Woman in Science Award for the category Distinguished Young Woman Scientist.
- Prof Alan Christoffels, DST/NRF SARCHI Chair in Bioinformatics and Human Health and Director of the South African National Bioinformatics Institute, was awarded the first Human Genome Organisation (HUGO) International African Prize in 2015. The HUGO-African Prize was awarded at the annual Human Genome Organisation (HUGO) – Human Genome Meeting 2015 in Kuala Lumpur, Malaysia on 17 March 2015.

Prof Christoffels also won the Hamilton-Naki Award for a distinguished research and outreach career.

- Prof Meshach Ogunniyi, Emeritus Professor in the Faculty of Education, has been awarded a distinguished researcher award for his lifetime contributions to science education by the American National Association for Research in Science Teaching (NARST).

Our students have also continued to perform well and some examples of the external recognition that they received are included below:

- Law students Kessler Perumalsamy, Toni Dammert, Raeesa Ebrahim and Hendrik Theron won the South African Regional round of the Philip Jessup International Moot Competition. Not only did they win all their rounds, but they also won the trophy for the best memorials (written heads of argument). Mr Perumalsamy was the best oralist and Ms Dammert the second best oralist. The bench, consisting of High Court Judges Henney and Salie-Samuels and Mr Mukund Dhar, a partner at the law firm White and Case, who were the sponsors of the competition, were all in agreement that the UWC team was superb. Along with their coach, Mr Pieter Koornhof, they went on to represent South Africa in Washington DC in April 2015.
- Students from our School of Pharmacy attended the 62nd Annual South African Pharmaceutical Student's Federation (SAPSF), hosted by the Nelson Mandela Metropolitan University from 28 June to 3 July 2015. Two of our students, Keaton Harris and Saajida Momath, won the Clinical Skills Competition for analysing a patient case scenario with a diagnosis of schizophrenia. Keaton Harris also won the Patient Counselling Competition for analysing a prescription containing two types of asthma inhalers (budesonide and salbutamol), and engaged with a resistant six-year-old patient in a role play on how to utilise these inhalers with a delivery device (spacer) to optimise therapeutic outcome. Keaton Harris was also awarded the Nic Scheepers Memorial Award for his sterling performance at the congress. Robin Arendse, also a third-year UWC student, was elected as president of SAPSF for the period 2015/2016.
- Mr Winner Chawinga, who graduated with a Master's degree in Library and Information Sciences in April 2015,



won the award for the best student paper at the International Federation of Library Associations (FLA) Congress in August. This prize was awarded by the International Federation of Library Associations (IFLA), and was sponsored by the Ekz library company. The prestigious award was presented at the IFLA World Library and Information Congress that took place at the CTICC in Cape Town from 15 to 21 August 2015.

- Our UWC MSc Petroleum Geology team won the African leg of the Imperial Barrel Award at the Petroleum Geology competition held in Lagos for the second year in a row. The top team from each region/section, including our students, went on to compete at the Imperial Barrel Award competition at the AAPG Annual Convention and Exhibition (ACE) held in Denver, Colorado, USA at the end of May 2015. The UWC team comprised Ms Sylvia Mabitje, Mr Teddy Raphiri, Mr Muazzam Hashim, Mr Amansure Giovanni and Dr Mimonitu Opuwari, the Faculty advisor.

We are pleased about UWC’s inclusion in a number of international rankings in 2015, which assists in raising the University’s international profile. However, university rankings are quite controversial and the indicators used often are very context specific, so they do not provide an uncontested view of higher education internationally. In 2015, UWC was included in the:

- Times Higher Education ranking – UWC was ranked 5th in terms of research impact in South Africa and 7th on the continent;
- QS University rankings – only five South African universities were included in this ranking, and UWC was one of them; and
- University ranking by Academic Performance – UWC was ranked 8th in South Africa.

All of these – individual and institutional – awards contribute to deepening a culture of excellence and contribute to our efforts to increasingly establishing UWC as a research-led institution.

Research funding

Despite the challenging economic environment of the last number of years, UWC has continued to be successful in

attracting funding for its research activities from both national and international funders. The overall achievement in this area is reflected in the Financial Review and in the Annual Financial Statements. However, an area that is tracked closely is the University’s ability to attract funding from the National Research Foundation (NRF), and the table below provides trends in different categories of NRF funding from 2013 to 2015. UWC has benefited significantly from NRF funding over the past three years. In 2015, the award of the Centres of Excellence significantly increased the funding received from the NRF.

NRF funding

	2013	2014	2015
NRF (including Thuthuka)	R62 618 286	R85 536 138	R86 097 000
THRIP	R8 643 560	R5 522 127	R5 510 000
SARChI Chairs	R22 718 429	R26 401 642	R28 631 519
NRF centre of excellence	-	-	R25 097 753

Innovation

In terms of supporting our innovation activities, 2015 posed some challenges, mainly due to the fact that the position of Director of the Technology Transfer Office (TTO) was vacant for most of the year. The process of transferring research into commercial patents is a very complex and slow process. Whilst no new patents were granted in 2015, the TTO continued to engage in the management of the patent application process:

- 16 new patent disclosures (first step),
- four patent applications,
- three option and licence agreements were signed,
- 21 commercialisation projects, and
- assistance in various investment-sourcing processes.

Over the last few years, Prof Vladimir Linkov’s unit, SAIAMC, has been the most successful in registering new patents, and they also have various patent applications on which we are awaiting the final outcome. The HySA Systems was awarded a contract for the production of 125 kg of metal hydride material (HySA Systems patent) for Anglo American



Platinum, using the pilot manufacturing plant at HySA Systems. Anglo American Platinum uses the metal hydride material for on-board hydrogen storage for underground mining applications (locomotives and dozers).

The following patent applications were pending in 2015, and some of them had been awarded at the time of writing this report. These include:

- Hydrogen storage and supply system integrated with fuel cell power pack,
- Metal hydride bed, metal hydride container and method for the making thereof,
- A method for producing non-precious metal catalysts from nitrogen-rich biomass,
- Multistage metal hydride hydrogen compressor,
- Gas diffusion electrodes for use in high temperature proton exchange membrane fuel cells, and
- Flow field plate design.

Postgraduate support

The recruitment and retention of postgraduate students is crucial for UWC, especially as our postgraduate enrolment has been lagging. Postgraduate students require value-adding support that enhances their chances of success. Led by Prof Lorna Holtman, the Division for Postgraduate Support (DPGS) provides dedicated support to postgraduate students from honours to doctoral level. During 2015, DPGS continued to offer academic training programmes, proposal-writing workshops and training in writing for publication.

The transition from undergraduate to postgraduate studies is not easy. An honours degree facilitates that transition. The honours degree is a crucial pool from which to grow our Master's and Doctoral programmes. Helping students to succeed in honours studies builds their confidence in further studies. Through the unit's Research Development Programme (RDP), workshops on proposal and dissertation writing and writing for publication were offered to various groups of students across several disciplines.

The RDP offered at the honours and diploma level ensures quality work from postgraduate students and is part of our broader strategy to retain postgraduate students.

Students also attended workshops to help them to improve their writing skills to complete mini-research projects and to complete research proposals for Master's projects. The DPGS arranged a research proposal writing session in 2015 for honours students to complete proposals for Master's enrolment and to assist students to complete NRF applications online for Master's degree funding for the following year.

The main focus of DPGS is to ensure successful completion of degrees by postgraduates. In order to improve the number of postgraduate students completing degrees, DPGS successfully organised three "Finishing School" writing retreats for Master's and Doctoral students. These weeklong writing retreats assisted Master's and Doctoral students to complete and finalise their dissertations for submission, with convenient access to statistical, qualitative and writing coaches. The retreats supported 59 postgraduate students (some of them staff) from all faculties. These were hosted in three sessions, during September, October and November 2015.

A "Writing for Publication" retreat for academic staff, Master's and Doctoral students was also hosted in 2015 and was facilitated by two experienced academics, namely Prof Alex Valentine from the Plant Physiology Unit at Stellenbosch University and Dr Bingwen Yan, a lecturer in the Department of Industrial and Systems Engineering from the Cape Peninsula University of Technology (CPUT), for the science and social sciences streams respectively. Building on the success of the initiatives mentioned above, we hope to further grow future participation by students and staff.

INTERNATIONAL PARTNERSHIPS

Our Mission Statement reminds us that UWC 'is a national university alert to its African and national context' and committed to the furthering of global perspectives among its staff and students. The University continuously pursues the strengthening of existing national and international relationships while exploring new partnerships in support of its strategic direction. Internationalisation is appreciated as an aspect that cuts across all endeavours of the University, including teaching and learning, research and innovation.



UWC has an extensive network of international partnerships, of which only some are mentioned here as examples of different types of partnerships. In addition to the work done by our International Relations Office, under the leadership of Mr Leolyn Jackson, we have also embarked on a project that focuses specifically on strengthening specific strategic research partnerships, led by Prof Ramesh Bharuthram, former DVC: Academic.

UWC's approach to international partnerships puts emphasis on internationalisation at home, as well as a move away from one-on-one partnerships towards increasingly building strategic team-driven partnerships involving research centres and institutes. This is more sustainable in the long term, as the partnerships are institutional rather than individual based. As part of this approach we assessed the current status of existing partnerships early in 2015 so as to identify longstanding, mutually beneficial partnerships that could be escalated to a next level of collaboration. This exercise pointed towards the need for an updated database of international partnerships, which is being developed by our International Relations Office.

The partnership between UWC and the University of Missouri System (UM) – Columbia, Kansas City, Rolla and St Louis – which celebrates its 30th anniversary in 2016, is our best example of a mutually beneficial and sustainable international partnership. At the end of January 2015, UWC received Prof Bowen Loftin, Chancellor of UM, Columbia, who visited UWC with colleagues to meet UWC's new leadership team and to confirm their commitment to continue this longstanding partnership. A return visit was conducted in March 2015 and resulted in UM setting aside \$100 000 for the annual UM-UWC staff exchange programme. UWC has also ring-fenced funds to supplement the fund. Subsequent to UWC's visit to UM in March 2015, exchanges between academics were accelerated. The celebration of the 30th anniversary of the partnership will take place on both the UWC and UM campuses in 2016.

In 2013, UWC, UM and the University of Ghent (Belgium) signed a Memorandum of Understanding (MoU) in which the three institutions agreed to collaborate. The strengthening of this partnership was a key focus in 2015, and a trilateral

meeting was held in Ghent in October 2015, involving the leadership and selected research teams from all the partner institutions. The successful three-day meeting produced joint research work plans in the areas of Linguistics, Plant Sciences and Public Health.

Also in 2015, a decision was made to strengthen our longstanding partnership with universities in the Nordic countries. In September 2015 we visited the Universities of Oslo (UiO) and Bergen (UiB) in Norway. Subsequent to the visit, stronger ties are being established between our Centre for Multilingualism and Diversities Research and its counterpart at UiO. Following the visit to UiB, we hosted a return delegation in December 2015, led by their Vice-Rector for Internationalisation, Prof Anne Christine Johannessen. We are exploring stronger ties in Dentistry and Physiotherapy, together with a third African partner, the University of Science and Technology in Khartoum, Sudan. We have also identified an opportunity to link our Department of Women and Gender Studies (WGS) with its counterpart at UiB. Prof Tamara Shefer of the WGS already serves on the steering committee of an international consortium that includes UiB. UiB is also exploring the possibility of hosting a Summer School (in the Norwegian winter) at UWC. Over the years we have built capacity at UWC to receive international students and staff on study vacations.

Another important international partnership is the Erasmus Mundus (EM) programme, which was established in 2009 and managed by Prof Lorna Holtman. UWC is one of eight South African universities currently participating in more than one EM programme. There are 23 European universities from 13 countries (Belgium, Brno Czech Republic, Denmark, France, Germany, Italy, Lithuania, Netherlands, Poland, Slovenia, Spain, Sweden and the United Kingdom) involved in the EM programme, which provides academic mobility and capacity-building opportunities for UWC students. During 2015, UWC received 31 scholarships, the highest number of EU Erasmus scholarships for South African students and staff, providing them with the opportunity to study, teach or undertake research in Europe. In 2015, UWC also hosted European visitors under this programme. We are also part of two partnerships that are part of the



Capacity Building for Higher Education programme under the Erasmus programme, which were awarded in 2015. One of these partnerships focuses on the Enhancement of Postgraduate Environment (EPA), an area quite critical for UWC. This consortium is led by the Vrije University (VU), Amsterdam and involves one of our strategic partners, Ruhr University Bochum in Germany. The second partnership focuses on Entrepreneurship, Modernisation and Innovation in South Africa (EMISHA) and is led by Uppsala University, Sweden, also a longstanding international partner of UWC.

The administrative centre of the Southern African-Nordic Centre (SANORD) has been located at UWC since its inception in 2007. This network has also stimulated growth in our partnerships with southern African institutions. SANORD now has 43 member institutions, 18 Nordic and 25 in the SADC region. In December 2015 we attended the SANORD conference in Namibia and met with representatives of Nordic universities, among them Prof Eva Akesson, Rector of Uppsala University, Sweden. Prof Akesson will visit UWC early in 2016, together with a Swedish delegation led by STING, the Swedish Foundation for International Cooperation in Research and Higher Education.

The Andrew W Mellon Foundation has been our primary external funder for research in the humanities and the social sciences over the past eight years, and this support has been extremely valuable in establishing the UWC Centre for Humanities Research (CHR) as a foremost international centre in humanities research. In addition to the support to the CHR, the Universities of Minnesota, USA and Toronto, Canada have been awarded significant grants to collaborate with UWC. We also intend to use the collaboration we have with the Mellon Foundation to strengthen our African partnerships. The Mellon Foundation is in the process of launching a wider African Programme with a select number of African universities outside of South Africa, and the CHR has been identified as a key role player in strengthening collaboration with these universities. We intend to foster long-term strategic ties with the institutions identified by the Mellon Foundation. As a first step, the remaining Mellon funds for visiting academics will be used strategically by the CHR to invite renowned scholars from the African continent to UWC, especially those held in high regard by the Mellon Foundation.

Thus far, our collaborations with institutions on the Asian sub-continent have been initiated primarily through the efforts of individual staff members. We intend to explore

strategic partnerships with identified institutions, especially in China and India, through the offices of the High Commissioners/Consul Generals of these countries, just as we have been successful in receiving the Professorship in Chinese Medicine from the Chinese government and the Chair in Unani Medicine from the Indian government.

COMMUNITY ENGAGEMENT

In the 21st century, universities are challenged to define their relevance in a globally connected and challenging environment. Their importance in the 21st century is defined in relation to their contribution to society – their responsiveness to the challenges confronting the communities in which they operate. UWC defines itself as an engaged university, and our conceptualisation of an engaged university stems from our firm belief in the transformational potential of education as a public good.

At UWC, community engagement is implemented through the curricula, as well as by way of dedicated projects implemented in collaboration with the communities. Several of our academic programmes have been tailored to infuse a community engagement component into the curriculum to inculcate a culture of community service and civic duty amongst students. We believe that this will contribute to the attributes that should be inherent in a UWC graduate.

Service learning is a key component of community outreach and, for many years, has been an aspect of professional programmes such as teacher training and social work. Community-based education can also take other forms. Partnerships with the neighbouring urban and rural communities contribute towards an enabling learning environment in which students work in community settings as part of their course requirements. Good examples of community-based education as integral to the work and approach of students are found in the Faculties of Dentistry and Community and Health Sciences. Central to the success of such programmes is the placement of students in varied clinical settings, and assessment methodologies that evaluate competence in the field.

In 2014, the Community Engagement Unit (CEU), under the leadership of Prof Priscilla Daniels, established a database that serves as a repository for all community engagement projects in which the University is involved, and in 2015 the focus was on capturing the wide range of projects across



academic departments. The main purpose of the database is to facilitate inter-institutional collaboration, facilitate coordination, avoid duplication and help to document the good work that our staff and students are involved in.

In line with the need to start documenting UWC community engagement work, a newsletter on this work was launched in 2015. The newsletter will become a bi-annual publication and will go a long way to building and enhancing the profile and image of the UWC, both internally and externally, with regard to CE.

Over the years, the University has been working in partnership with local and provincial authorities to implement flagship programmes in education and social development. In education, UWC has been working with the provincial departments of education in the Eastern Cape, Northern Cape and Western Cape and philanthropic organisations since 2011 to promote maths and science in schools. The project involves the building and equipping of science learning centres in primary and secondary schools, as well as the training of maths and science teachers involved in this project. In 2015, three new science learning centres were completed, increasing the total number of such centres to 32. These new centres were handed over to the communities in February 2016 at the following schools: Porterville Primary in Porterville, Bernadino Heights Secondary in Kraaifontein, and Sophumelela Secondary in Samora Machel. We are grateful to the social partners and investors, without whom this would have been impossible. We are particularly indebted to the Garden Cities Archway Foundation, Transnet, the Australian High Commission, Wartsila, Chevron and others who made a contribution, financial or otherwise, to enable us to reach this goal.

Since 2011, UWC has also been in partnership with the Western Cape Department of Social Development and the City of Cape Town to implement a project to curb substance and alcohol abuse. UWC is involved in the training of professionals and community workers in this area. The University offers short courses on substance abuse as part of life-long learning. The substance abuse course is aimed at enhancing the knowledge and skills of community workers to address the problem of substance abuse in communities. There has been increased demand since the implementation of this programme, while space has been limited. In 2015, the University had to cap the enrolment at 45 due to limited capacity. However, we will explore possibilities to

increase our intake capacity in the coming years. So far, the project has seen 232 community workers graduating after completing their training at UWC, and 69 of these graduated in 2015. It is always humbling to witness how much the community workers, students and the provincial and City government officials appreciate the contribution that UWC is making to help them in the fight against this social scourge that is devouring our communities.

CONCLUSION

Quality teaching, learning and research are pivotal to the institution's academic and financial viability and its long-term sustainability. We currently are improving our monitoring processes to be in a better position to assess our progress against the targets we set for ourselves and those whereby we are measured externally.

Academic leadership is critical at the executive, faculty and departmental level and, in speaking of the achievements raised in this report, we have to acknowledge the hard work of specifically those in academic leadership positions. It is impossible to capture all the successes or reflect on all the challenges in writing a report such as this, but in reflecting on 2015, one of the most challenging years in higher education in South Africa's recent history, we are humbled by how far our university has come. I am pleased that, despite the difficulties at the end of the year, we preserved the integrity of UWC's academic project for the future of our students and concluded the academic year successfully. Thank you also to all staff, for their efforts to support our students during the period of the student protest action.

We also have to recognise the individuals, institutions, government agencies and government departments who support us in our efforts and who believe in our ability to be what we pronounce publicly as our motto: "a place of quality, a place to grow, from hope to action through knowledge".

Prof Tyrone Pretorius
Chairperson of Senate

CHAIRPERSON OF THE INSTITUTIONAL FORUM

Mr Bhekinosi Mvovo

The Institutional Forum (IF) is an advisory structure that is established in accordance with Section 31(1) of the Higher Education Act (Act 101 of 1997), as amended, to advise the Council. The membership of the IF allows for equal representation of the University's management, Senate, Council, academic staff, non-academic staff, unions and students.

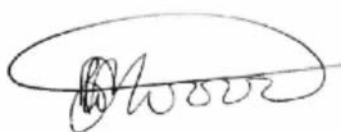
The IF elects its Chairperson and Vice-Chairperson annually at its first meetings of the year. I was unanimously re-elected as Chairperson and Ms X Bam was elected as the Vice-Chairperson for 2015.

As an important advisory structure to Council, including in the appointment of senior staff, the IF is represented in the Senior Appointment Committee of Council (SACC). For 2015, IF designated Ms W Roos to serve in the committee as a representative of the non-academic staff. Playing its advisory role in appointments of senior staff, in 2015 the IF advised Council on the suitability of the candidates for the position of DVC: Student Development and Support.

Since 2014, the IF has been reflecting, amongst others, on its statutory role and ways in which it could be more effective in terms of its mandate as a stakeholder representative forum with a key role in advising Council on various issues. In 2015, the IF engaged in a benchmarking exercise to compare how IFs operated in other universities with a view to enhancing its role and effectiveness as an advisory structure. This culminated in a workshop on the role and responsibilities of the IF, held on 3 August 2015, which was facilitated by an external consultant.

During 2015, Council engaged in a process to review the UWC Statute to ensure that it is aligned with current legislation, the requirements of the Department of Higher Education and Training (DHET), as well as good corporate governance principles. The IF dedicated its 19 October 2015 meeting to deliberating on the proposed changes to the Statute and recommended the amended Statute to Council with comments.

The Institutional Forum successfully carried out its consultative and advisory role as outlined in the Higher Education Act and the Institutional Statute. The IF can only fulfil its role if all stakeholder representatives are committed, and I wish to express my appreciation to the IF members for their role in enabling the Council to make decisions based on a broader institutional understanding.



Mr Bhekinkosi Mvovo

Chairperson of the Institutional Forum



UNIVERSITY of the
WESTERN CAPE



COUNCIL'S STATEMENT ON GOVERNANCE

The University of the Western Cape (UWC) is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility, as advocated in the King III Report on Corporate Governance. Accordingly, the Council endorses the codes and practices as set out in the King III Report and applies them where practically possible.

In supporting the King III Code of Practices and Conduct and the Code of Ethical Behaviour and Practice, Council recognises the need to conduct the business of the University of the Western Cape, a public higher education institution, with integrity and in accordance with generally accepted practices.

The Council's Audit and Risk Committee monitors the University's compliance with the Code and this forms part of its responsibilities. In 2013, the Council, through this committee, considered the University's self-assessment of compliance with the applicable King III requirements. This process indicated a very high level of compliance. The University management are addressing areas that require improvement, and this will form part of a larger review of governance structures and processes at UWC.

COUNCIL

The UWC Council comprises academic and non-academic persons appointed in terms of the Institutional Statute. The majority of Council members are neither employees nor students. The role of the Council Chairperson is separated from that of the Rector and Vice-Chancellor. The Council Chairperson is elected by Council for a term of three years.

The Council's responsibilities are set out in the Institutional Statute and are in accordance with the stipulations of the Higher Education Act, 1997. The Council is responsible for the ongoing strategic direction of the institution and for the approval of major developments, which is facilitated by regular reports from management.

The Council meets at least four times per year and has several committees, including a Remuneration Committee, Finance Committee, Audit and Risk Committee and a Membership Committee. All of the committees are formally constituted with terms of reference and, with the exception of the Finance Committee, mainly comprise Council members, who are neither employees nor students of the University. Council committees meet at different intervals, but most of them meet before the scheduled quarterly Council meetings and report to the Council on their mandated areas of responsibility. A list of Council committees and membership, and the attendance of Council, Finance and Audit and Risk Committee meetings, are attached in the Annexures to this Annual Report.

During 2015 there were five Council meetings, of which one was a special meeting, scheduled in accordance with the rules for such meetings.

Council members do not receive remuneration for the meetings they attend. The members are ultimately accountable to the Minister and are fully cognisant of their collective and individual responsibilities.

In line with the Code of Conduct for Council, members are requested at every meeting of Council to declare, in writing, any conflict of interest relating to matters on the agenda.

At its meeting of 26-27 November 2015, there were 29 members serving on the Council, with a vacancy in the category representing Donors. Of the 29 members, 19 (66%) were neither students nor staff of the University.

FINANCE COMMITTEE

The Council's Finance Committee exercises control over all University funds and advises Council on financial strategy and financial progress against benchmarks and annual budgets. The Finance Committee is also responsible for:

- advising Council on the overall financial management of the University;
- assessing the financial planning of the University with respect to its financial viability and ensuring that the University continues to operate as a



UNIVERSITY of the
WESTERN CAPE



“going concern”;

- monitoring the ongoing performance of the University in relation to the approved operational and capital budgets;
- evaluating the annual financial statements of the University; and
- advising the University on long-term financing strategy with respect to immovable capital projects.

The Finance Committee meets at least quarterly and continuously monitors and reports to Council regarding the University’s financial performance.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee reviews the findings and reports of the University’s internal and external auditors. Both the internal and external auditors have unrestricted access to the committee, ensuring that their independence is in no way impaired. All members of the Audit Committee are independent of the University, and the membership of the Committee only allows for Council members, or experts in the field, to serve on the committee.

Three meetings were held during 2015 and were attended by the internal and external auditors and appropriate members of the executive management. The Audit and Risk Committee operates in accordance with Council-confirmed written terms of reference that clearly set out the committee’s responsibilities in relation to:

- the committee’s integrated reporting responsibility;
- the approval of annual internal and external audit plans;
- overseeing both the internal and external audit functions; and
- risk oversight and internal controls.

At UWC, the internal audit function is managed by an external service provider, appointed by the Audit and Risk Committee to fulfil the function. As part of its oversight role the committee is responsible for the performance assessment of the internal and external audit service providers. The committee also performed a self-assessment on its own performance.

The Audit and Risk Committee further assists Council in terms of exercising its information technology (IT) governance responsibility. In this regard the internal auditors conducted and reported on a general IT controls review.

The Finance and Audit and Risk Committees of Council have one joint meeting per year to consider, for recommendation to Council, the Annual Financial Statements and the Report of the Independent Auditors to Council.

During 2015, the Audit and Risk Committee reviewed and recommended to Council the University’s Strategic Risk Register.

REMUNERATION COMMITTEE

The Remuneration Committee has the authority to take final decisions regarding the remuneration and conditions of employment of Council-appointed senior management, which includes the University executive and deans of faculties. The Remuneration Committee conducts its business within formal parameters set by Council and stated in the committee’s standing orders.

The UWC Remuneration and Reward Strategy aims to remunerate staff at the midpoint (50th percentile) of the higher education market; however, this has not yet been achieved in terms of the Executive Management appointments.

During 2015, no exceptional payments recommended by the Remuneration Committee. The Annual Financial Statements in this Annual Report reflect the earnings of the senior management separately, with comparative figures for 2014.

MEMBERSHIP COMMITTEE

The Council Membership Committee considers nominations for Council vacancies in terms of the Institutional Statute and makes recommendations regarding suitable persons where applicable. The committee assigns Council members to the required subcommittees and is responsible for the implementation of the Code of Conduct for Council members.



INFORMATION TECHNOLOGY (IT) GOVERNANCE

Council is responsible for information technology governance and is supported in fulfilling this function by the Enterprise Architecture and Information Systems Committee, a joint committee of Council and Senate, which is chaired by an external member of Council. The committee operates in accordance with approved terms of reference that outline its responsibilities in relation to:

- overseeing policy and strategic matters;
- monitoring progress, compliance and risk; and
- advising Council and Senate on matters relating to information and communication technology (hardware and software).

Information technology forms an integral part of the teaching and learning, research, innovation and administrative operations of the University. The Council Audit and Risk Committee also supports Council in terms of its IT governance responsibility, with oversight on IT-related reports received from the internal and external auditors.

CONFLICT MANAGEMENT

Council agreed in its Code of Conduct to deliberate immediately on matters where conflict arises as a result of, for example, a declaration of vested interest, and to decide upon it in accordance with generally accepted practice. In 2015, Council adopted a Council Charter to regulate the conduct of Council members and to determine how it, in future, will enforce discipline in the event of a breach of the Code of Conduct. In terms of the Council Charter, two members were suspended pending investigation (cf. Report of the Chairperson of Council).

As a result of the student protest action that started towards the end of October 2015, the University was closed intermittently over a period of a month. Fortunately, the protest action started during the last two days of the 2015 academic calendar, but final examinations were severely disrupted. The cost of the protest action, including the damage to property, amounted to R46 million.

EXECUTIVE MANAGEMENT COMMITTEE

The Executive Management Committee is responsible for implementing Council-approved strategies and for managing the University's affairs. The Executive Management Committee is chaired by the Vice-Chancellor and meets twice a month. The committee's terms of reference encompass strategy development, collaboration between faculties and units, and maintaining and managing the University's operations in the most effective and efficient way. The Executive Management Committee is responsible for ensuring that the accounting records of the University are maintained in good order by the accounting information systems and personnel complement, and this is monitored by the Audit and Risk Committee through the work of the internal and external audit functions.

EMPLOYEE AND STUDENT PARTICIPATION

The University uses a variety of participatory structures to resolve issues that affect employees and students directly and materially. These structures are designed to achieve good employer/employee and student relations and to ensure the effective sharing of relevant information, consultation and the identification and resolution of conflict. They embrace goals relating to productivity, career security, legitimacy and identification with the University. During the 2015 student protest action, the University had to also draw on the counsel and wisdom of its Chancellor as an impartial mediator.

CODE OF ETHICS

The University is committed to the highest standards of integrity, behaviour and ethics in dealing with all stakeholders, including its Council members, managers, employees, students, customers, suppliers, competitors, donors and society at large. Council members and staff are expected to observe the institution's ethical obligations in order to conduct its business through the use of fair commercial competitive practices.

This Council Statement on Corporate Governance was approved by Council at its meeting of 30 June 2016 and is signed on its behalf by:



Mr Mthunzi Mdwaba
Chairperson of Council

Prof Tyrone Pretorius
Rector and Vice-Chancellor

Ms Xoliswa Bam
Acting Chairperson
Council Audit and Risk Committee

COUNCIL'S STATEMENT ON TRANSFORMATION AND SUSTAINABILITY

Council recognises that sustainability and transformation, as these relate to the core functions of the University, its people (students and staff) and the broad environment in which it operates, are integral to the ongoing success of the University in fulfilling its role as a public higher education institution. As such, Council recognises that the transformation of higher education in South Africa forms a key element of the broader processes of political, social and economic transformation of our society. It is also recognised that public higher education institutions in South Africa, through their practices and the manner in which they make sense of their knowledge generation and dissemination roles, can either reproduce the patterns of inequality that continue to shape our society, or they can be critical levers of transformation. The University and its Council are committed to striving to be such a lever.

UWC's strategic framework, the Institutional Operating Plan, recognises that sustainability is a far-reaching goal that is all encompassing, that the University has a critical role to play in the ongoing development of a sustainable society, and that this calls for "a long-term vision, dynamic leadership and a willingness to try to change mind-sets so as to emphasise new possibilities of behaviour and achievement and to give priority to ethical credibility, human rights, environmental sustainability, ecological responsibility and building a sense of future."

Principles of sustainability form part of all of the University's strategic goals and include, amongst others, a focus on:

THE STUDENT ENVIRONMENT

- Changing the size, shape and mix of the student population and the academic programme to facilitate greater access to higher education for previously disadvantaged learners and their participation in programmes in which they have previously been under-represented and in which, in most instances, the country faces a shortage of skills; and
- Providing an appropriate environment in support of the academic success of students and their holistic development as graduates who are able to continue to engage critically within their respective contexts; engaged and committed citizens and accountable agents of social good; and confident, lifelong learners, capable of critical reflection in constantly changing contexts.

THE WORKPLACE ENVIRONMENT

- Developing and supporting engaged leadership that is able to grapple with the challenges of building and shaping UWC's distinctive academic role as a public higher education institution in a fast-changing global context;
- Building and nurturing an institutional culture that is conducive to staff effectiveness and in which the necessary autonomies of academic practice are respected within a framework of accountability and responsiveness to global challenges;
- Enriching the workplace through the attraction, development and management of diverse talent, which includes continued attention to the employment of staff in under-represented categories, such as staff with disabilities and black African staff;
- Focusing on staff development, preparing and developing the new generation of academic and University leaders through focused programmes and interventions; and
- Refining and implementing a reward strategy that seeks to appropriately compensate employees.

THE TEACHING, LEARNING AND RESEARCH ENVIRONMENT

- Improving opportunities for all students to succeed in their studies through responsive teaching and learning practices that are able to address the learning needs of students;
- Building and improving research capacity through targeted research development, creating a research-conducive environment and increasingly contributing to the production of new knowledge in support of the country's development.

THE BUILT AND IT ENVIRONMENT

- Ensuring coherent and sustainable infrastructural development that promotes safe and supportive living and learning conditions and that enhances the



UNIVERSITY of the
WESTERN CAPE



organisation in support of the delivery of high-quality academic programmes, as well as supporting the requirements of research excellence;

- Optimising infrastructure utilisation and ensuring the quality and effectiveness of the infrastructure through ongoing maintenance and addressing backlog maintenance; and
- Supporting stable and modern information technology infrastructure to facilitate greater operational efficiency and improving access to learning and research opportunities and material.

THE NATURAL ENVIRONMENT

- Enhancing sustainable approaches to natural resources through institutional practices and ongoing academic inquiry through teaching, learning and research activities; and
- Protecting the natural environment and biodiversity on campus, especially as represented in the UWC Cape Flats Nature Reserve.

THE FINANCIAL ENVIRONMENT

- Developing a strong and increasingly diversified financial base that is better aligned to the funding of institutional strategies in support of strengthening the core mandate of the University; and
- Promoting and conducting the University's business through the use of fair commercial competitive practices.

THE PUBLIC DOMAIN

- Enhancing the internal and external standing and reputation of UWC as a dynamic academic institution of high repute. Council supports the approach that, as part of the development of the new Institutional Operating Plan (IOP), attention will be given to include matters relating to sustainability and risk in all of the strategic goals of the IOP and that, as part of this process, the intention is to establish a sustainability framework that will improve implementation, monitoring and reporting on issues of sustainability in all strategic areas. Despite the absence of such a formal framework, Council, through the work of its sub-committees, the formal reports of the Vice-Chancellor to Council and the reports of the Senate,

is able to confirm that, at a high level, issues of sustainability, as outlined above, are being addressed by the University. This Council Statement on Transformation and Sustainability was approved by Council at its meeting of 30 June 2016 and is signed on its behalf by:

Mr Mthunzi Mdwaba
Chairperson on Council

Prof Tyrone Pretorius
Rector and Vice-Chancellor

COUNCIL'S AUDIT AND RISK COMMITTEE

The University of the Western Cape's (UWC) Audit and Risk Committee of Council has written terms of reference (standing orders) that specify that members of the committee must be independent of the University. The committee is chaired by an external member of Council. The terms of reference have been approved by the UWC Council.

In accordance with its standing orders, the committee was able to fulfil its role as an independent committee, with accountability to Council.

Key aspects of the committee's mandate

The Committee has oversight over the following:

- UWC's integrated reporting
- Internal audit
- External audit
- Risk management and internal controls

COMPOSITION OF THE COMMITTEE AND ATTENDANCE

In accordance with its terms of reference, the Committee allows for a maximum of six members – three external Council members and three additional members – all of whom are independent of the University, but in 2015 there was one vacancy. The members of the Audit and Risk Committee have a blend of skills, ranging from business, auditing, legal and governance to risk management. The names of members and their qualifications are included in the annexures to this Annual Report.

Audit and Risk Committee Member	13/3/2015	23/6/2015	5/8/2015	12/11/2015
Ms Xoliswa Bam (Acting Chairperson)	Present	Present	Present	Present
Mr Vincent Botto	Present	Present	-	Present
Mr Kariem Hoosain	Present	Present	Present	N/A
Dr Raymond Patel	N/A	-	-	Present
Mr Ismail Matthews	N/A	N/A	Present	Present
Ms Karen Barry*	-	N/A	N/A	N/A

*Ms Barry resigned in June 2015

During 2015 the committee held four meetings that were all quorate and during which it carried out its oversight duties as set out in its standing orders and summarised in the Council Statement on Governance.

All meetings were attended by the internal and external auditors. The auditors have unhindered access to the committee and, at every meeting, there is provision for the auditors to meet with the committee without management being present. The Office of the Auditor General also has a standing invitation to attend the committee meetings.

Summary of the main activities undertaken during the year

The Audit and Risk Committee complied with the key aspects of its mandate:

- The committee recommended the termination of the UWC Pension Fund within 24 months after the date decided upon of the voluntary conversion.
- Identified and recommended the addition of new risks to the risk register.
- The risk register and combined assurance plan were discussed and recommended to Council.
- Discussed the internal audit reports received during 2015 and approved the internal audit coverage plan and related budget for 2016.
- Approved the external audit coverage plan for the 2015 financial year and the external audit budget.
- Considered the report on HEMIS data and the assurance that the data for subsidy calculation has been audited.



UNIVERSITY of the
WESTERN CAPE



The committee reviewed and recommended the following reports in this Annual Report to Council for approval:

- Council's Statement on Governance
- Council's Statement on Sustainability and Transformation
- Report on Internal Operational Structures and Controls
- Report on Risk Exposure Assessment and the Management Thereof

These reports provide a framework of the Committee's oversight activities.

SELF-ASSESSMENT OF THE COMMITTEE

In terms of good governance practices, the committee performed a self-assessment of its activities and performance against its terms of reference.

Mr Mthunzi Mdwaba
Chairperson of Council

Ms Xoliswa Bam
Acting Chairperson
Council Audit and Risk committee

INTERNAL SYSTEMS OF OPERATIONAL STRUCTURES AND CONTROLS

SYSTEMS OF INTERNAL CONTROL AND PROCESSES

The University maintains systems of internal control and processes that promote the safeguarding of assets against unauthorised acquisition, use or disposal. These systems are designed to provide reasonable assurance to the University and its Council that the operational environment supports the safeguarding of the University's assets, and the preparation and communication of reliable financial and other information.

The systems of internal control designed by management include: the documentation of organisational structures, the assignment of responsibilities and the establishment of policies and procedures in key areas. These, in turn, are communicated throughout the organisation.

INFORMATION TECHNOLOGY

Technology-enabled information systems are in use throughout the organisation. Management's intention is that the systems be designed in such a manner that balances ease of use for all users while meeting internal control requirements. In utilising electronic technology to conduct transactions with staff and with third parties, management maintains that control aspects are subject to close scrutiny and that procedures are designed and implemented to manage the risk of fraud or error. The development, maintenance and operation of all systems are under the control of experienced staff.

INTERNAL AUDIT

Internal audit monitors the adequacy and effectiveness of internal control systems based on internal audit coverage plans discussed with management and approved by the Audit and Risk Committee. Internal audits' findings and recommendations are reported to management and the Council via the Audit and Risk Committee. Corrective actions are taken by management to address control deficiencies and other

opportunities for improving systems. The internal audit process includes a follow-up of agreed management action plans, the results of which are then reported to the Audit and Risk Committee. The Council, operating through its Audit and Risk Committee, provides oversight of the internal control process.

INTERNAL CONTROL SYSTEMS

There are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention of controls. Accordingly, even an effective internal control system can only provide reasonable assurance with respect to the reporting of financial information and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change with circumstances. In instances where it is detected that internal control systems have failed, it should be determined whether further investigation is required.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee received reports from the internal auditors on various internal audit projects at each of its three meetings during the year. The internal audit coverage is based on a rolling three-year plan and therefore not all processes are covered in each year. Internal audit also performed certain IT audits during the year, including follow-ups of previously reported findings.

Management undertook to address the findings and identified the corrective action plans with the responsible persons and due dates.

All Audit and Risk Committee meetings were quorate and constituted in accordance with the standing orders of the committee. The University updated its Strategic Risk Register and presented it with a Combined Assurance Plan to the Audit and Risk Committee.



UNIVERSITY of the
WESTERN CAPE



Reports to the Audit and Risk Committee by both the internal and external auditors indicated that there were some outstanding items in terms of controls deemed to be inadequate or ineffective. These matters were reported to management, the Audit and Risk Committee and Council. The progress for addressing such issues will be reviewed in subsequent follow-up audits and duly reported.

A handwritten signature in purple ink, appearing to read 'Xoliswa Bam'.

Ms Xoliswa Bam
Acting Chairperson Director
Council Audit and Risk committee

A handwritten signature in black ink, appearing to read 'Glenn Ho'.

Mr Glenn Ho
KPMG Services (Pty) Ltd

RISK EXPOSURE ASSESSMENT

This report deals with the University's strategic risk management activities including the identification, assessment and mitigation of risks.

RESPONSIBILITY FOR RISK MANAGEMENT

The University is proud of its reputation as an institution that produces high-quality graduates, excellent research and renowned scholars. It also prides itself on being an institution known for sound financial management and safety in the workplace. The University Council is ultimately responsible for risk management, which includes evaluating key risk areas and ensuring that processes for risk management and systems of internal control are implemented.

THE GOVERNANCE OF RISK MANAGEMENT

The University embarked on an enterprise risk management process with the development of a Risk Management Framework in 2010. The University compiled a formal Strategic Risk Register, which is presented to the Audit and Risk Committee. The Audit and Risk Committee, Finance Committee and Executive Management advise Council on key risks. The Council Safety and Health and Environmental Risk Committee reports key health and safety and environmental risk issues to the Audit and Risk Committee, which in turn report on risk to Council.

The risk management governance structure at UWC is represented below:



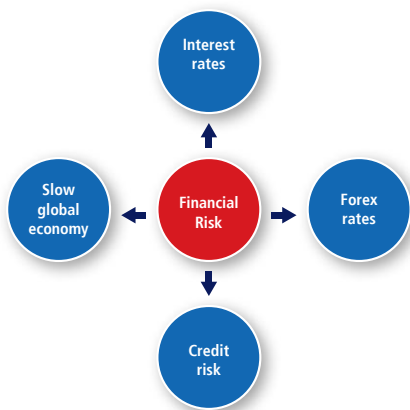
RISK EXPOSURE ASSESSMENT

UWC uses the framework of a higher education business model as well as the objectives of its Institutional Operational Plan to identify strategic risk exposure. The higher education model defines the key aspects of risk in terms of its macro-environment, and then in terms of a university's key operational areas. These key areas can be summarised as research, learning and teaching, facilities and administrative services.

These risk exposures are first defined as inherent risks in terms of likelihood and impact, and then as residual risk after taking into account internal controls or actions by management. These risks can be categorised in terms of financial and non-financial risks.



FINANCIAL RISKS



The University is exposed to a range of financial risks that include interest rate risk, foreign exchange rate risk, and credit risk. South Africa’s economic challenges in terms of slowing growth and risk aversion to emerging markets, growing unemployment, in-sourcing demands and student unrest could place additional strain on the financial health of UWC in the longer term. The uncertainty in the global economy, particularly the impact on emerging markets such as South Africa, could have a negative effect on international donors’ ability to fund research activities at current levels.

Foreign exchange risk

The fluctuation of the rand impacts on the Restricted Funds, as a large portion of donor income is received in foreign currency. Changes in exchange rates often have a negative impact on the institution, as specialised equipment has to be imported.

Interest rate risk

South Africa entered into an interest rate upward cycle. Increases in interest rates will have an impact on the cost of capital for UWC in terms of its long-term loans. The expansion of major infrastructure projects, additional maintenance costs and the concomitant price escalation risk pose an additional risk to UWC’s reserves.

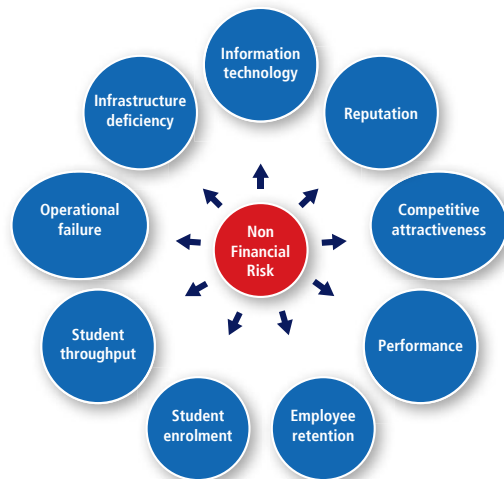
Credit risk

UWC’s applicant pool from disadvantaged communities poses a specific credit risk. Students who do not succeed academically, or succeed only partly, may not qualify for continued financial aid (NSFAS or donors) and may not be able to honour their financial obligations to the University. This often results in higher dropout rates, with serious financial implications in terms of debt collection and academic output rates. An increasing number of students fall into a category in which they do not qualify for NSFAS funding and are not sufficiently financially secure to support their tertiary education studies.

Continuous improvement of academic support systems, as well as a relook by NSFAS at its funding model, aims to mitigate this risk.

Financial risk management mitigation measures UWC continues to manage financial risk by paying particular attention to effective financial planning, cash flow management and ongoing improvement of financial management systems.

NON-FINANCIAL RISKS





Non-financial factors that pose risks to UWC include:

- reputation management;
- competitive attractiveness;
- the ability to perform in strategic priority areas;
- attracting and retaining appropriately skilled employees;
- achieving student enrolment targets;
- throughput and retention;
- operational risks resulting from process failures;
- information technology systems; and
- the provision of sufficient and appropriate infrastructure.

Non-financial risk-mitigation actions

These risk areas are of strategic importance, as the materialisation thereof can have a significant direct and indirect financial impact on UWC. They are being addressed by the various actions plans within specific departments.

UWC strives to link its strategy with governance, performance and risk management. There is an opportunity to combine risk-mitigation measures with performance management information to achieve greater alignment and ultimately improved performance.

THE CURRENT UWC RISK PROFILE

In October 2015, the University management submitted an updated Risk Register to the Audit and Risk Committee. At its meeting in November, the Committee reviewed the updated register and noted that the student protest action of October 2015 had an impact on elements of the risk profile of the University going forward.

The top 10 risks identified by management's assessment of risk:

- UWC is not immune to the weak global and national economic conditions. Therefore, its revenue streams could be negatively affected by external fluctuations and volatility. The zero percent fee increase for

2016 and the demands that the University should write off historic student debt and employ the outsourced workers add to the risk to the financial sustainability of the University.

- The size, shape and strategic enrolment mix is a risk, as the University did not meet its enrolment mandate and targets in 2015. This has implications for the University's growth as a research-led institution and for its future state subsidy.
- UWC's ICT infrastructure in the new information age could undermine the University's ability to deliver on its core functions and pursue its strategic intentions. Rapid changes in information and communication technology (ICT) still impact on the delivery models for universities, student expectations and the ICT infrastructure needed by tertiary institutions.
- Successful academic study could be undermined if the teaching and learning process fails to address the learning needs of all students. The under-preparedness of many students for higher education study poses a risk to the completion and throughput rates of the University.
- UWC's campus development could be stifled and may not progress in support of academic coherence and student growth, both in respect of academic facilities and student accommodation.
- The current staff competencies may not provide the appropriate mix of skills, values and knowledge that UWC requires to pursue its strategic aspirations. UWC continues to face the challenge (similar to other higher education institutions) of an ageing workforce. There is also the ongoing challenge of redressing historical inequalities with regard to the staff profile within a highly competitive higher education market.
- Resources on their own, rather than strategic intent, could increasingly dictate institutional decision making and planning.
- UWC's identity and standing may not distinguish it from other higher education institutions and may restrict its ability to exert a positive influence on the development of South Africa.
- UWC could fail to influence the design and



development of the Bellville sub-region as a modern urban centre where there is reasonable space for UWC to grow and appropriate conditions for regional innovation.

- Students' university experience may be undermined by inadequate and inappropriate co-curricular activities that do not support the academic project.

EMERGING RISKS

The following emerging risks were identified during 2015, some of which were incorporated into the existing risk profile, thus enhancing the background and context of the risks:

- Student finance
- Compliance with legislation
- Cyber risk
- Successful implementation of the new IOP
- Increased pressure to retain and attract black African academic staff

COMBINED ASSURANCE PLAN

The process of combined assurance allows visibility over what assurance is provided and by whom within an organisation. Combined assurance aims at helping an organisation understand its levels of assurance and where it can improve or address these levels to manage organisational risk. A Combined Assurance Plan was developed as a further step towards integrated risk management and assurance.

RISK MATURITY AND THE WAY FORWARD

The identification of risk is crucial to organisational improvement, and the Combined Assurance Plan assists in managing the strategic risks. In 2015 there was a focus on the development of a culture of detailed operational risk registers in all executive portfolios, and this will be consolidated in 2016. Monitoring of risk will be intensified to ensure that emerging risks are managed.

The development of risk appetite and risk tolerance as advocated in the draft King IV Report will be considered for UWC once the King IV Report is finalised at the

end of 2016. King IV also recommends five lines of assurance as opposed to the three lines of defence as contained in King III, which will require an adjustment in the current Combined Assurance Plan.

Ms Xoliswa Bam

Acting Chairperson
Council Audit and Risk Committee

Prof Tyrone Pretorius

Rector and Vice-Chancellor

FINANCIAL REVIEW

Universities do not operate in isolation and are directly affected by national and global economic events. During 2015 the global economy experienced limited recovery, with a high level of volatility in the emerging markets. Inflation in the Eurozone and United States (US) remained low, with recovery job markets. The US central bank increased interest rates, which translated into a stronger US dollar against emerging markets, including the rand.

The South African economy was negatively affected by widespread labour unrest, unstable electricity supply, significant increases in food and energy costs, job losses, service delivery protests, a weakening currency and widespread student unrest. Economic growth performance and prospects have deteriorated in South Africa over the past few years, affecting public finances and exacerbating social and political tensions. In addition, national government net debt continues to rise. The reduction in the oil price brought some relief, which reduced inflation and upward revisions of disposable household income, but the weakening of the rand countered expected decreases in fuel costs.

The University of the Western Cape (UWC) has done well, despite the unstable economic climate, and made good progress in achieving its strategic objectives in terms of its Five-Year Financial Plan (FYP).

Towards the end of 2015, widespread student protest action engulfed universities under the banner “#Feesmustfall”. Students were demanding access to free higher education, starting with

no increases in any university fees in 2016. This resulted in an unprecedented announcement by President Zuma on 23 October 2015 that there would be no increases in the fees of public universities in 2016. At UWC the student protest action continued and resulted in a list of demands from students, whilst causing severe disruptions that affected the final examinations. The reports of both the Rector and Vice-Chancellor, as well as that of the Chairperson of Council, deal with the student protest action in more detail. For the purpose of this report it is important to note that the cost incurred as a result of the student protest action amounted to more than R46 million. Following various processes of engagement with the Student Representative Council and the UWC #Feesmustfall representatives, agreement was reached on most of the demands made by the students, but in view of the short- and long-term financial implications, the Council did not approve the students’ call to write off prior debt, insource the workers that currently are outsourced; and immediately acquire the Kovacs student residence development.

UWC remains committed to continue to seek ways to serve its broad range of stakeholders better. As part of this focus we also remain steadfast in our resolve to ensure that the University’s limited resources are channelled in ways that support the achievement of its strategic objectives.

OPERATING RESULTS

Operating results for the year generated a surplus of R15.3 million (2014: R99.8 million). The reduction in the 2015 operating surplus compared to 2014 is mainly due to the student protest cost of R46 million and the doubtful debt adjustment of R30 million.





UNIVERSITY of the
WESTERN CAPE

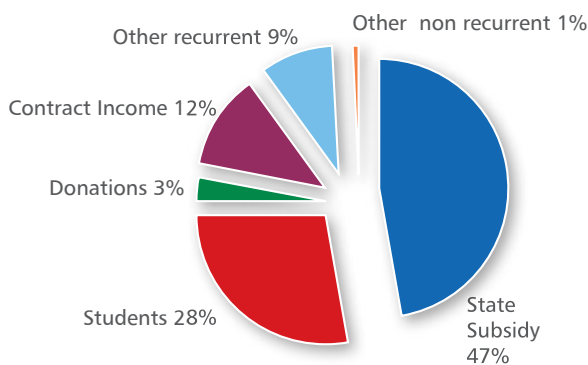


CONSOLIDATED SHARE OF REVENUE STREAMS

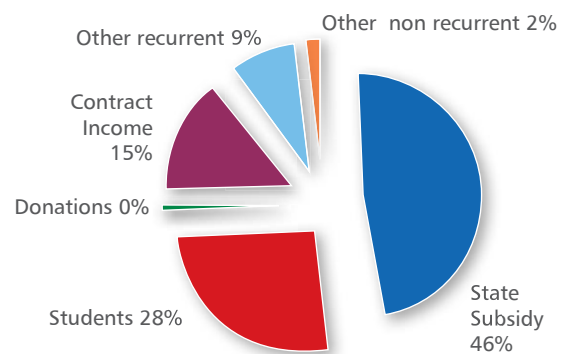
The University is funded from many sources that can broadly be categorised according to the revenue streams

highlighted below. The graphs below depict the size of the revenue stream in proportion to the aggregate on consolidation.

Share of Revenue Streams 2014



Share of Revenue Streams 2015



UWC's revenue streams depict state subsidy as the largest component of income, comprising 46% (2014: 47%) of the consolidated pool of funding, and student fee income comprising 28% (2014: 28%). The remaining 26% (2014: 25%) is represented by third-stream income items. The University has intensified activity in third-stream income that will be available as distributable reserves in order to complement the

University's operations and reserves. Many projects are in force in this area, with some in the incubation phase.

The University Council previously approved the establishment of a UWC (Pty) Ltd commercial entity as a vehicle for certain commercial projects, and the registration process of this entity is under way





ABRIDGED INCOME AND EXPENDITURE OF COUNCIL-CONTROLLED AND STUDENT ACCOMMODATION FUND

	2015 (Rmil)	% diff	2014 (Rmil)	% diff	2013 (Rmil)	% diff	2012 (Rmil)	% diff	2011 (Rmil)
TOTAL INCOME	1 365.1	10%	1 238.0	9%	1 133.5	9%	1 042.5	8%	963.4
State subsidies and grants	702.6	7%	655.2	4%	627.4	7%	589.0	4%	567.7
Tuition and accommodation income	510.1	9%	465.9	11%	420.2	14%	368.0	14%	321.6
Other recurrent income	152.3	31%	115.9	36%	85.4	10%	77.5	5%	73.8
Other non-recurrent income	1.0	100%	1.0	100%	0.5	100%	8.0	100%	0.3
TOTAL EXPENSES	1 349.8	19%	1 138.2	11%	1 029.0	2%	1 008.4	13%	891.5
Employment costs	779.5	11%	701.9	9%	641.0	9%	586.8	13%	521.5
Operating expenses	455.1	26%	361.1	8%	335.0	7%	314.2	19%	263.8
Depreciation	100.0	23%	81.2	-13%	93.0	17%	79.7	18%	67.3
Retirement funds' adjustment	(00.4)	-97%	(11.6)	-75%	(45.7)	-320%	20.8	-22%	26.7
Disposal of property, plant and equipment	0.1	100%	0.0	100%	0.0	100%	0.0	100%	4.5
Finance costs	15.5	-178%	5.6	-3%	5.7	-17%	6.9	-10%	7.7
NET SURPLUS	15.3	-85%	99.8	-5%	104.6	206%	34.2	-52%	71.9

The income and expenditure of Council-controlled and student accommodation funds, also known as the General Fund or Operating Budget, yielded a surplus of R15.3 million (2014: R98.5 million). As indicated earlier, the decrease in the operating surplus, compared to prior years, is mainly due to student debt impairment of R30 million and the R46.5 million associated with the student protest action.

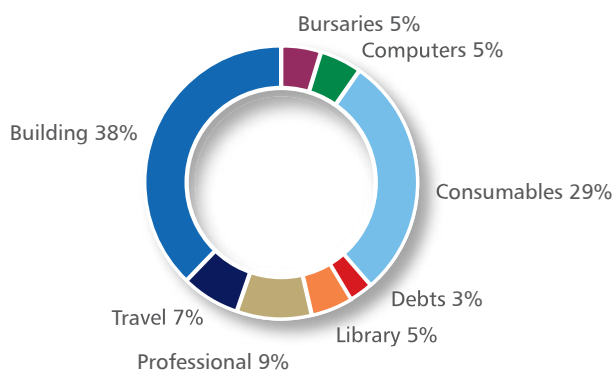
In terms of the Fund's rules, the Fund's performance and management vest with its Board of Trustees. Council

previously assessed the future risk of the Fund and took the decision to engage the UWC Pension Fund Board of Trustees by offering a voluntary migration package to a defined contribution fund for its members and the cession of pensioners. Good progress has been made in this regard, but it is a complex process that has not yet been concluded.

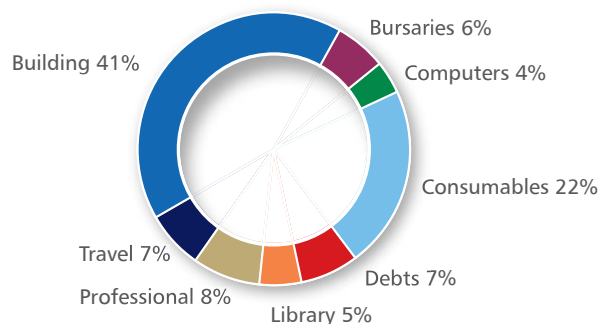
The operating results are favourable, particularly under the conditions of the economy and further express working capital optimisation and maintainable earnings.



Operating Expenses 2014



Operating Expenses 2015



Operating expenses are stated as R455.1 million (2014: R361.1 million), which is within budget. Operating expenses include strategically funded intervention programmes that accelerate third-stream income and support teaching and learning initiatives, as well as a range of research-related strategies.

Depreciation is stated as R100 million (2014: R81.2 million) as a result of the annual revised useful lives and revised residual values of property, plant and equipment, and as a consequence of the accounting treatment outlined in the International Financial Reporting Standards. It is further increased due to infrastructure expansion and improvement projects.

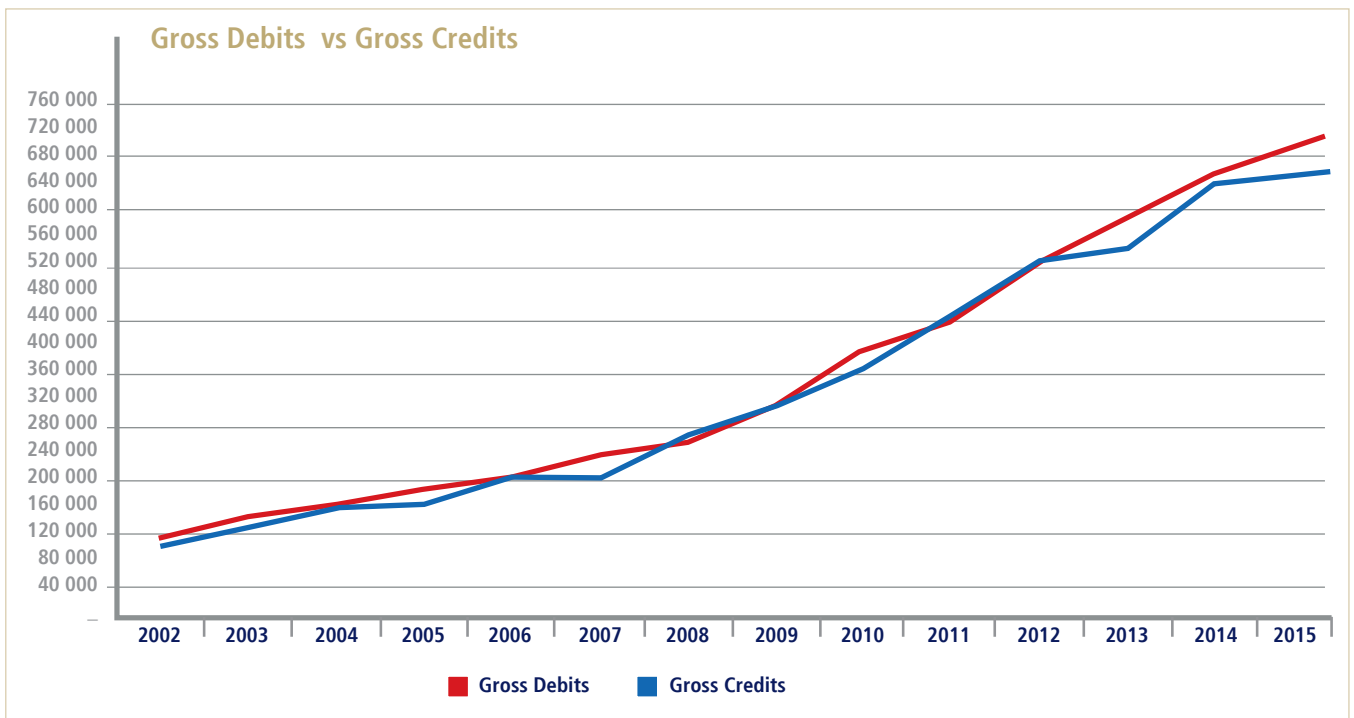
Expenditure on student accommodation continues to apply pressure on the budget because of the inability of the Accommodation Fund to break even. The engagement with students is ongoing with respect to balancing the Fund. The University has been successful in attempts to negotiate accelerated accommodation rates in order for the Fund to break even. The deficit accrued amounted to R6 million (2014: R7 million).

STUDENT DEBT

The University has consistently improved its collection rate over the years. This is due to numerous improvements in debt-collection processes, financial aid processes and direct engagement with individual students and their parents, student leadership, donors and other stakeholders regarding the settlement of debt. The development of the Student Enrolment Management System (SEMS) has resulted in coherent management information and accessible interfaces that translate into improved efficiency and effectiveness.

Following the President Jacob Zuma’s announcement in October 2015 that there will be no fee increases in 2016, student debt recovery immediately slowed down. We received feedback from parents and guardians that they were waiting for further possible announcements that could include free education and the writing off of student debt. This expectation altered the University’s pace of student debt recovery and resulted in an additional R30 million doubtful debt impairment. New debt-collection strategies were employed that intensified debt recovery activity.

“...leadership is about preserving the institutions we inherit and bequeathing them to posterity in an even better state than what we inherited”



The graph above represents the student debt account and illustrates the relationship between collections against billings. The gross credits for the year were less than gross debits to the extent of R34 million (2014: R11.5 million), which influenced the adverse doubtful debt impairment.

The University has a history of registering academically viable, indigent students without the necessary financial resources to pay their tuition and resident fees upfront. This bodes well with UWC’s Mission Statement, which commits the University to providing meaningful access. In return, the University’s commitment to facilitate access is supported by students and families taking responsibility for the cost of higher education. At registration, all students are required to pay an upfront amount that is less than 20% of the average student billing per annum. It would be more desirable to collect

more fees at registration, but it is a highly contested process at most universities in South Africa.

Settlement agreements are entered into with individual students to stagger payments throughout the year. In most instances these agreements are honoured by students. The NSFAS, donors and various stakeholders continue to play a significant role in reducing student debt. In the current economic climate we are very grateful to donors, parents, guardians and students for their unequivocal commitment to addressing student debt.

RESTRICTED FUNDS

Restricted funds represent donations, grants and contracts accounted for during the year. The University continued to do well in this area and the fund generated a surplus of R 114.8 million (2014: R92.2 million).



SIGNIFICANT ACCOUNTING ISSUES AND DISCLOSURES

The University's financial reporting and preparation of financial statements are based on International Financial Reporting Standards (IFRS). Below is an explanation of certain significant items in the financial statements.

Government grants and disclosure of government assistance

At year end, the Government Grants relating to assets (note 24) were valued at R586.2 million (2014: R579.9 million) in the Consolidated Statement of Financial Position. This is as a result of grants received over the years from the DHET for infrastructural improvement and expansion projects. Although this is income received, in terms of IAS 20: Accounting for Government Grants and Disclosure of Government Assistance, the grant received is recognised as a liability (deferred income) and subsequently recognised as income over the period of the assets' useful life to match the costs to which the assets relate on a systematic basis. The DHET has committed funding for future years that will continue to influence this balance. The liability will not be discharged in full when the buildings are brought into use, but will be reduced annually, on a systematic basis, to the extent of the related costs for which they are intended to compensate

The net effect is paradoxical, as the more the DHET supports the University in expanding its infrastructure, the higher our liability on the Statement of Financial Position, carrying a liability for the lifetime of the building or asset that will be reduced systematically over this period of time, even though it does not represent an obligation to be settled in the future.

Service concession: Property, plant and equipment UWC adopted a process of capitalising the cost of student accommodation buildings constructed on University land on a "Build-Operate-Transfer" (BOT) basis on a registered notarial lease. The accounting policy requires full capitalisation of construction costs incurred, and depreciating the building over its expected useful life. An equivalent liability is raised at

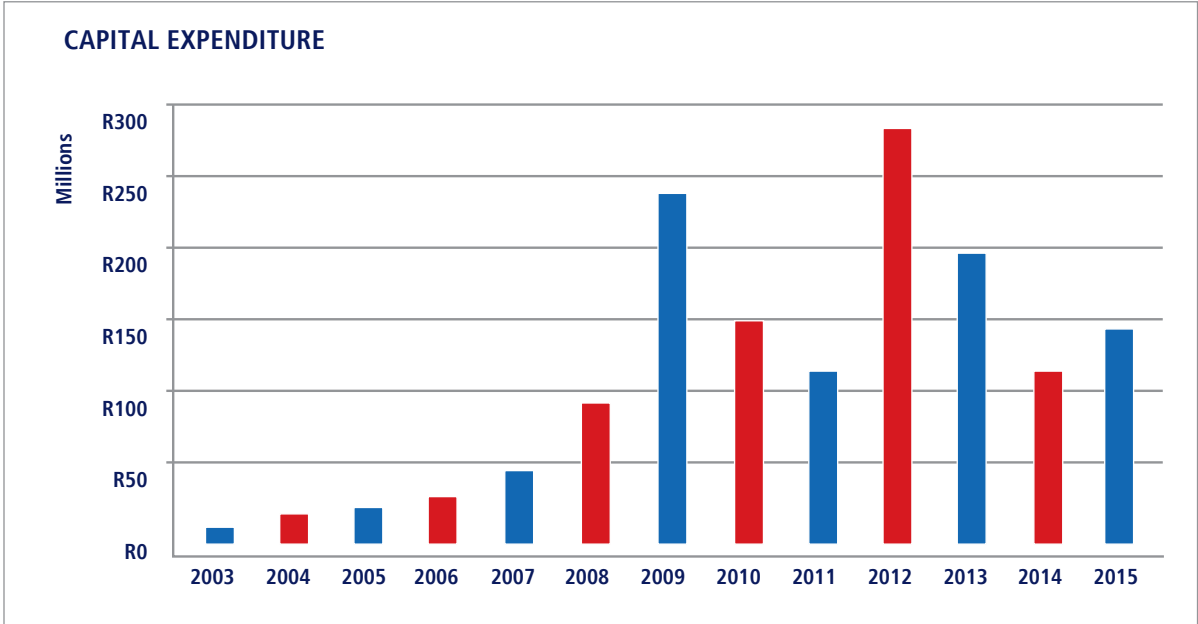
the date of capitalisation and is derecognised over the life of the lease agreement, as per notes 2 and 13 in the Annual Financial Statements (AFS). The payment obligation to discharge the loan for the construction is owned by the Developer, Kovacs, who has undertaken the full risk of planning, development, management of operations and maintenance of the complete project over a phased-in approach. The liability therefore is similar to the Government Grants accounting policy in that the liability will be reduced systematically over a period of time, even though it does not represent an obligation to be settled by the University in the future.

Interest-bearing borrowings

UWC entered into a long-term loan with the Development Bank of South Africa (DBSA) to finance the completion of the Life Sciences Building in 2010. The loan value was R90 million at inception and is repayable over 10 years. A further loan of R219 million was entered into with ABSA Bank for the completion of the Bellville Medical Centre, the extension and revamping of the Sports Stadium and the development of the Chemical Sciences Building, as detailed in note 9 of the AFS.

INFRASTRUCTURE IMPROVEMENT AND EXPANSION PROJECTS

The University continues its investment in infrastructure. Although a backlog of refurbishment and maintenance exists on existing infrastructure, UWC annually invests at least R20 million of its operating budget for the upkeep of the campus. We are very appreciative of the support from the DHET and our donors, who believe in UWC and who continue to fund a myriad of projects. It is noteworthy to mention completed projects, projects in force and planned projects.



The table above illustrates the intensity of investment in infrastructure. The actual spend on capital for 2003 amounted to less than R10 million. The 2015 investment in infrastructure improvement and expansion projects amounted to R153.1 million (2014: R126.5 million).

Teaching space

Due to the financial position of the University in prior years, it could not make adequate provision for maintenance and upgrades. From 2005 we invested significantly in infrastructure upgrades on an annual basis, specifically with regard to teaching facilities and to address the maintenance backlog. We continued to improve teaching facilities during 2015 and have committed funds in terms of the budgeting process to further accelerate the ongoing improvement project systematically. This is an important ongoing project aimed at enhancing the student experience, supporting excellence in teaching and learning and supporting research activities through appropriate infrastructure.

Bellville Medical Centre (Old JS Marais Hospital)

The University purchased the former Jan S Marais Hospital building, situated in the Bellville central business district, along with its adjacent consulting rooms, to be renovated to house the School of Nursing, School of Natural Medicine and the departments of Physiotherapy and Occupational Therapy. In essence, this project is a large-scale repurposing and modernisation project that expands the University's footprint into a town setting and supports the initiatives of the City of Cape Town to regenerate the Bellville central business district and surrounds. The expected project cost, including land, amounts to R250 million.

Stadium upgrade

The UWC Sports Stadium posed various problems relating to the ageing infrastructure, as well as the fact that the use of the facilities adjacent to the stadium had changed over time and the current infrastructure inadequately supported some of the new requirements. The project included an extension of the old facilities,



along with repurposing and refurbishment. The construction of an expansive new roof structure over the existing stadium complex created additional space, which was developed into a new University gymnasium. The total cost rounded amounted to R50 million.

Computational Sciences

The decanting process of the old Life Sciences facilities into the new Life Sciences Building freed up space to relocate the departments of Mathematics, Statistics, Computer Science and Information Systems into a Computational Sciences building that forms part of the new Science precinct on the North campus. The project is estimated to cost R215 million, and following an extensive planning and design process, commenced towards the end of 2015. The project is scheduled for completion towards the end of 2017.

Arts

This is in essence an infill project between two existing buildings that house departments in the Arts Faculty. The three-storey building will provide seminar and other facilities to support the UWC Centre for Multilingualism and Diversity Studies, as well as the other research centres in the Faculty. The planning and design phases were concluded during 2015 and construction will start in 2016. This project is estimated to cost R32 million.

Education

Funds were received from the DHET to support the Education Faculty. Some initial planning was done in 2015 and will continue in 2016. The project budget is R20 million and it will provide some new facilities, including the repurposing of existing infrastructure to better support the teaching and learning activities of the Faculty.

Conclusion

The financial results for 2015 are a tribute to the efforts of the Council, its Finance and Audit and Risk committees, Executive Management, the Finance Department leadership, Infrastructure and Engineering and the campus community, who all applied sound

fiscal discipline. We will continue the annual strategic prioritisation in the budgeting process and provide the required financial support to sustain the strategic objectives of the University as per the IOP.

The established financial planning processes will continue to be adhered to and will guide the financial decisions of the University. As we look beyond the current downturn, it is clear that we are very well positioned with a quality team of people. The future is exciting for UWC as it is steered to success by drawing on innovation, core competencies and leadership.



Mr John Matthews

2015 Chairperson: Finance Committee



Ms Itumelleng Motau

2016 Chairperson: Finance Committee



Mr Abduraghman Regal CA (SA)

Executive Director: Finance and Services

COUNCIL'S STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS

The Council is responsible for the preparation, integrity and fair presentation of the financial statements of the University of the Western Cape (UWC).

The financial statements presented on pages 72 to 108 of the UWC 2015 Annual Report have been prepared in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Minister of Higher Education and Training in the regulations in terms of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended, and include amounts based on judgements and estimates made by the management. The Council has noted all reports included in the 2015 Annual Report and has approved all Council Statements included in the Report. Council confirms the accuracy and consistency of the approved documents with the financial statements.

The financial statements have been audited by Ernst and Young Inc., who have been given unrestricted access to all financial records and related data, including minutes of meetings of the Council and its committees. The Council believes that representations made to the independent auditors during their audit were valid and appropriate.

APPROVAL OF ANNUAL FINANCIAL STATEMENTS

The Annual Financial Statements on pages 72 to 100 of this Annual Report were approved by Council on 30 June 2016 and are signed on its behalf by:



Mr Mthunzi Mdwaba
Chairperson of Council



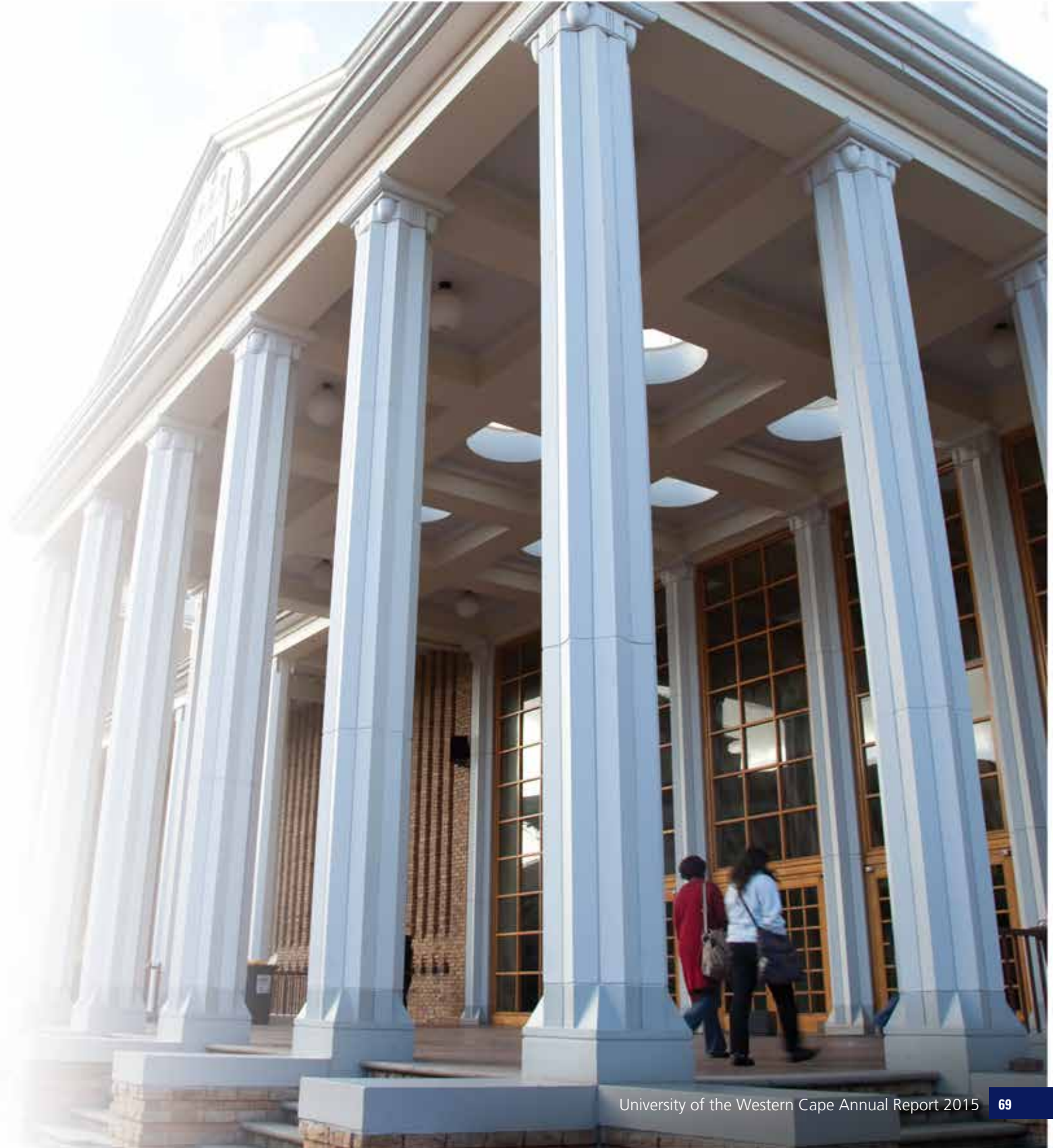
Prof Tyrone Pretorius
Rector and Vice-Chancellor



Ms Itumelleng Motau
2016 Chairperson
Council Finance Committee



UNIVERSITY of the
WESTERN CAPE



INDEPENDENT AUDITORS REPORT

Independent Auditor's Report to the Minister of Higher Education and Training and the Council of the University of the Western Cape on the Consolidated Financial Statements

REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

We have audited the consolidated financial statements of the University of the Western Cape and its subsidiaries as set out on pages 72 to 108, which comprise the consolidated statement of financial position as at 31 December 2015, the consolidated statement of comprehensive income, the consolidated statement of changes in fund balances and the consolidated cash flow statement for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

COUNCIL'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The Council is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, and for such internal control as the Council determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International

Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the University's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

OPINION

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University of the Western Cape and its subsidiaries as at 31 December 2015, and its consolidated financial performance and consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards and the Higher Education Act of South Africa.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the Public Audit Act of South Africa, 2004 (Act no. 25 of 2004) and the general notice issued in terms thereof, we have a responsibility to report findings on the reported performance information against predetermined objectives for the selected objectives presented in the annual institutional progress assessment report, non-compliance with legislation and internal control. We performed tests to identify reportable findings described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, we do not express an opinion or conclusion on these matters.



PREDETERMINED OBJECTIVES

We performed procedures to obtain evidence about the reliability of the reported performance information for the following selected objectives presented in the annual institutional progress assessment report of the University for the year ended 31 December 2015:

- Objective 1: To increase the number of registered students at UWC in line with the University's enrolment mandate and 2025 vision on page 2;
- Objective 2: To change and balance the enrolment mix across academic fields on pages 2 to 3;
- Objective 3: To grow postgraduate enrolment on page 3;
- Objective 4: To increase and strengthen UWC's research capacity on pages 3 to 4;
- Objective 5: To improve student progression and success on pages 4 to 5; and
- Objective 6: To sustain the financial viability of the institution on page 5.

We evaluated the reported performance information against the overall criteria of reliability. We assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete. We did not identify any material findings on the reliability of the reported performance information for the selected objectives.

COMPLIANCE WITH LAWS AND REGULATIONS

We performed procedures to obtain evidence that the University has complied with applicable legislation regarding financial matters, financial management and other related matters. We did not identify any instances of material non-compliance with specific matters in the Higher Education Act of South Africa.

INTERNAL CONTROL

We considered internal control relevant to our audit of the financial statements, the annual institutional progress assessment report and compliance with laws and regulations but not to gather evidence to express an opinion or conclusion on the effectiveness of the University's internal control.

Matters of internal control considered are limited to significant deficiencies that would result in a basis for a modification of the audit opinion, or any findings reported with regard to the annual institutional progress assessment report, or any matters identified as non-compliance with laws and regulations included in this report.

Consequently, as no matters were reported, we did not identify any significant deficiencies in internal control as described above.

OTHER REPORTS

We draw attention to the following engagements that are either in progress or have been completed. Our opinion is not modified in respect of these engagements.

AUDIT RELATED SERVICES AND SPECIAL AUDITS

We conducted six agreed-upon procedures engagements during the year ended 31 December 2015. Nineteen agreed-upon procedure engagements were performed by other independent audit firms. These agreed-upon procedures engagements were performed per the requirements of various entities providing funds to the University.

Ernst & Young Inc.

Ernst & Young Inc.

Director: Tina Lesley Rookledge
Registered Auditor
Chartered Accountant (SA)

35 Lower Long Street
PO Box 656
Cape Town 8000
30 June 2016

CONSOLIDATED STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	ZAR 2015	ZAR 2014
ASSETS		3 516 605 608	3 154 879 807
Non-current Assets		2 836 938 272	2 323 468 449
Property, plant and equipment	2	1 558 081 792	1 494 512 577
Service concession: Property, plant and equipment	2.1	196 560 215	200 715 967
Investments		1 063 723 525	611 089 059
Available-for-sale investments	3.1	1 062 869 134	607 867 058
Held-to-maturity investments	3.1	854 391	3 222 001
Post employment fund surpluses		18 572 740	17 150 846
Retirement fund surplus	10.2	1 454 989	1 357 457
Pension fund surplus	10.1	17 117 751	15 793 389
Current Assets		679 667 336	831 411 358
Inventories	5	1 119 991	995 857
Accounts receivable		150 084 725	126 880 119
Student fee debtors	6	100 813 281	96 434 119
Other receivables	7	49 271 444	30 446 000
Cash and cash equivalents	8	528 260 573	703 298 391
Staff loans	4	202 047	236 991
FUNDS AND LIABILITIES		3 516 605 608	3 154 879 807
Funds available		2 272 619 687	2 115 824 592
Council controlled funds		31 879 321	81 098 429
Restricted use funds		585 774 469	471 383 741
Student accommodation funds		(69 943 867)	(69 296 130)
Property, plant and equipment funds		1 558 081 792	1 494 512 577
Service concession: Property, plant and equipment fund		10 928 436	8 858 917
Fair value adjustments reserve		155 899 536	129 267 058
Non-Current Liabilities		1 033 018 611	843 723 777
Interest-bearing borrowings	9	217 650 000	40 500 000
Service concession: Liability	13	149 406 509	155 299 476
Government grants relating to assets	24	560 965 093	560 831 861
Leave pay provision	11	104 997 009	87 092 440
Current Liabilities		210 967 310	195 331 438
Accounts payable and accrued liabilities	12	135 818 343	146 562 532
Current portion of service concession liability	13	6 225 271	6 557 575
Current portion of government grants	24	25 199 294	19 028 244
Current portion of leave pay provision	11	12 508 357	11 565 942
Student deposits	14	316 045	317 145
Current portion of interest-bearing borrowings	9	30 900 000	11 300 000

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS

	Notes	Council Controlled Funds	Restricted use Funds	Student Accommodation Funds	Service Concession: PPE	Property, plant and equipment Funds	Fair value adjustments reserve	Total Funds
		ZAR	ZAR	ZAR	ZAR	ZAR	ZAR	
FOR THE YEAR ENDED 31 DECEMBER 2015								
Accumulated funds at 1 January 2015 (ZAR)		81 098 429	471 383 741	(69 296 130)	8 858 917	1 494 512 577	129 267 058	2 115 824 592
Total comprehensive income for the year		21 316 456	114 829 806	(5 983 645)	0	0	26 632 478	156 795 095
Net surplus for the year		20 979 483	114 829 806	(5 983 645)	-	-	-	129 825 644
Pension Fund Surplus	10.1	336 973	-	-	-	-	-	336 973
Fair value adjustments reserves realised	3.1	-	-	-	-	-	(36 299 728)	(36 299 728)
Unrealised fair value adjustment gains	3.1	-	-	-	-	-	62 932 206	62 932 206
Transfers for acquisition/disposal of PPE	2	(159 456 988)	-	-	-	159 456 988	-	-
Transfer of depreciation on PPE		94 707 617	-	5 335 908	(4 155 752)	(95 887 773)	-	-
Transfers to eliminate dormant entities	22	439 078	(439 078)	-	-	-	-	-
Other inter-fund transfers	13	(6 225 271)	-	-	6 225 271	-	-	-
Accumulated funds at 31 December 2015		31 879 321	585 774 469	(69 943 867)	10 928 436	1 558 081 792	155 899 536	2 272 619 687
FOR THE YEAR ENDED 31 DECEMBER 2014								
Accumulated funds at 1 January 2014 (ZAR)		18 736 431	385 148 618	(65 791 037)	4 564 292	1 452 000 751	105 138 131	1 899 797 186
Total comprehensive income for the year		106 764 074	92 152 034	(7 017 629)	-	-	24 128 927	216 027 406
Net surplus for the year		95 229 778	92 152 034	(7 017 629)	-	-	-	180 364 183
Pension Fund Deficit	10.1	11 534 296	-	-	-	-	-	11 534 296
Fair value adjustment reserves realised	3.1	-	-	-	-	-	(23 475 376)	(23 475 376)
Unrealised fair value adjustment gains	3.1	-	-	-	-	-	47 604 303	47 604 303
Transfers for acquisition/disposal of PPE	2	(121 410 454)	-	-	-	121 410 454	-	-
Transfer of depreciation on PPE		77 649 042	-	3 512 536	(2 262 950)	(78 898 628)	-	-
Transfers to eliminate dormant entities	22	1 006 562	(1 006 562)	-	-	-	-	-
Other inter-fund transfers		(1 647 226)	(4 910 349)	-	6 557 575	-	-	-
Restated Accumulated funds at 31 December 2014		81 098 429	471 383 741	(69 296 130)	8 858 917	1 494 512 577	129 267 058	2 115 824 592

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	ZAR 2015	ZAR 2014
TOTAL INCOME		1 857 188 563	1 689 704 296
Recurrent revenue		1 820 791 425	1 665 235 608
State subsidies and grants	15	858 316 523	794 326 725
Student fee revenue		511 046 875	466 404 343
Income from contracts		279 128 973	208 216 470
For research		139 113 649	104 060 774
For other activities		140 015 324	104 155 696
Private gifts and grants		5 409 490	45 333 222
Other recurrent income	18.1	83 004 582	86 520 208
Sub-total		1 736 906 443	1 600 800 968
Interest income	16	73 565 492	57 113 913
Dividends income	16	10 319 490	7 320 727
Non-recurrent items		36 397 138	24 468 688
Realised gain of marketable securities	16	36 299 606	23 475 376
Retirement fund surplus income		97 532	993 312
TOTAL EXPENDITURE		1 727 362 919	1 509 340 113
Recurrent items		1 703 700 075	1 486 590 278
Personnel		876 258 266	790 459 292
Academic professionals	17	453 964 009	407 506 568
Other personnel	17	422 294 257	382 952 724
Other operating expenses	18.2	711 867 226	609 388 977
Depreciation	2 / 2.1	100 043 525	81 161 578
Sub-total		1 688 169 017	1 481 009 847
Finance costs	19	15 531 058	5 580 431
Non-recurrent items		23 662 844	22 749 835
Pension fund expenditure	10.1	23 586 591	19 658 895
Loss on disposal of Property, plant and equipment		76 253	3 090 940
NET SURPLUS FOR THE YEAR		129 825 644	180 364 183
Other Comprehensive Income		26 969 451	35 663 223
<i>Other Comprehensive Income to be reclassified to surplus or deficit in subsequent periods</i>			
Fair value adjustment reserves realised	3/16	(36 299 728)	(23 475 376)
Unrealised fair value adjustment gains	3/16	62 932 206	47 604 303
<i>Other Comprehensive Income not to be reclassified to surplus or deficit in subsequent periods</i>			
Pension Fund gains	10.1	336 973	11 534 296
		336 973	11 534 296
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		156 795 095	216 027 406
The surplus for the year is analysed as follows:			
Council Controlled Funds		20 979 483	95 229 778
Accommodation Funds		(5 983 645)	(7 017 629)
Restricted Funds - Normal activities		114 829 806	92 152 034
NET SURPLUS FOR THE YEAR		129 825 644	180 364 183

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015

		ZAR	ZAR
COUNCIL CONTROLLED FUNDS			
	Notes	2015	2014
TOTAL INCOME		1 305 733 243	1 183 340 365
Recurrent revenue		1 305 635 711	1 182 347 053
State subsidies and grants	15	702 649 936	655 197 500
Student fee revenue		450 700 385	411 423 777
Income from contracts		30 534 319	29 527 259
For other activities		30 534 319	29 527 259
Private gifts and grants		-	-
Other recurrent income	18.1	52 042 044	51 230 444
Sub-Total		1 235 926 684	1 147 378 980
Interest income	16	63 421 518	31 353 880
Dividends income	16	6 287 509	3 614 193
Non-recurrent items		97 532	993 312
Retirement fund surplus income		97 532	993 312
TOTAL EXPENDITURE		1 284 753 760	1 088 110 587
Recurrent items		1 261 090 916	1 065 720 372
Personnel		742 088 194	669 861 412
Academic professionals	17	403 760 014	359 902 687
Other personnel	17	338 328 180	309 958 725
Other operating expenses	18.2	408 764 047	312 629 487
Depreciation		94 707 617	77 649 042
Sub-Total		1 245 559 858	1 060 139 941
Finance costs	19	15 531 058	5 580 431
Non-recurrent items		23 662 844	22 390 215
Loss on disposal of Property, plant and equipment		76 253	2 731 320
Pension fund expenditure	10.1	23 586 591	19 658 895
NET SURPLUS FOR THE YEAR		20 979 483	95 229 778
Other Comprehensive Income			
Pension fund gains	10.1	336 973	11 534 296
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		21 316 456	106 764 074

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015

		ZAR	ZAR
STUDENT ACCOMMODATION FUNDS			
	Notes	2015	2014
TOTAL INCOME		59 383 122	54 625 425
Recurrent revenue		59 383 122	54 625 425
Student fee revenue		59 359 677	53 660 565
Other recurrent income	18.1	23 445	964 860
TOTAL EXPENDITURE		65 366 767	61 643 054
Recurrent items		65 366 767	61 643 054
Personnel		13 767 957	12 351 694
Other personnel	17	13 767 957	12 351 694
Other operating expenses	18.2	46 262 902	45 778 824
Depreciation		5 335 908	3 512 536
Sub-Total		65 366 767	61 643 054
NET DEFICIT FOR THE YEAR		(5 983 645)	(7 017 629)

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2015

		ZAR	ZAR
RESTRICTED USE FUNDS			
	Notes	2015	2014
TOTAL INCOME		492 072 198	451 738 506
Recurrent revenue		455 772 592	428 263 130
State subsidies and grants	15	155 666 587	139 129 225
Student fee revenue		986 813	1 320 001
Income from contracts		248 594 654	178 689 211
For research		139 113 649	104 060 774
For other activities		109 481 005	74 628 437
Private gifts and grants		5 409 490	45 333 222
Other recurrent income	18.1	30 939 093	34 324 904
Sub-Total		441 596 637	398 796 563
Interest income	16	10 143 974	25 760 033
Dividends income	16	4 031 981	3 706 534
Non-recurrent items		36 299 606	23 475 376
Realised gain of marketable securities	16	36 299 606	23 475 376
TOTAL EXPENDITURE		377 242 392	359 586 472
Recurrent items		377 242 392	359 226 852
Personnel		120 402 115	108 246 186
Academic professionals	17	50 203 995	47 603 881
Other personnel	17	70 198 120	60 642 305
Other operating expenses	18.2	256 840 277	250 980 666
Sub-Total		377 242 392	359 226 852
Non-recurrent items		-	359 620
Loss on disposal of PPE		-	359 620
NET SURPLUS FOR THE YEAR		114 829 806	92 152 034
Other Comprehensive Income		26 632 478	24 128 927
Fair value adjustment reserves realised	3/16	(36 299 728)	(23 475 376)
Unrealised fair value adjustment gains	3/16	62 932 206	47 604 303
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		141 462 284	116 280 961

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	ZAR 2015	ZAR 2014
CASH FLOWS FROM OPERATING ACTIVITIES			
Net surplus before interest and dividends	25.1	61 471 720	121 509 974
Adjusted for:			
Depreciation	2 / 2.1	100 043 525	81 161 578
Decrease in service concession: Liability	13	(6 225 271)	(6 557 575)
Net gain on disposal of investments	3	(36 299 728)	(23 475 376)
Government grants relating to assets recognised during the year	24	(11 184 631)	(7 243 308)
Pension fund cost / expenditure included in surplus	10.1	23 586 591	19 658 895
Pension fund contributions	10.1	(24 573 980)	(23 917 988)
Retirement fund income		(97 532)	7 006 688
Loss on disposal of property, plant and equipment		76 253	3 090 940
		106 796 947	171 233 828
Working Capital adjustments			
Increase in inventory		(124 134)	323 416
Increase in receivables		(23 204 606)	3 085 434
Decrease in staff loans		34 944	(22 723)
Increase in payables and provisions		8 102 795	13 185 221
Decrease in student deposits		(1 100)	(170 517)
		91 604 846	187 634 659
Cash generated from operations			
Interest received	25.1	73 128 691	56 609 179
Dividends received	16	10 319 490	7 320 727
Finance costs	19	(15 531 058)	(5 580 431)
		159 521 969	245 984 134
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	2	(160 603 553)	(126 465 338)
Proceeds on disposal of property, plant and equipment		1 070 312	1 963 944
Purchase of marketable securities	3	(606 246 879)	(136 262 279)
Proceeds on disposal of marketable securities	3	214 426 058	119 369 948
Proceeds on redemption of other investments	3	2 555 362	255 362
		(548 798 700)	(141 138 363)
CASH FLOWS FROM FINANCING ACTIVITIES			
Absa Loan	9	219 000 000	-
Repayment of long term loan: Absa	9	(10 950 000)	-
Repayment of long term loan: PIC	9	(2 300 000)	-
Repayment of long term loan: Development Bank of Southern Africa	9	(9 000 000)	(9 000 000)
Government grants received relating to assets	24	17 488 913	138 908 613
		214 238 913	129 908 613
Net cash flows from financing activities		214 238 913	129 908 613
Net decrease in cash and cash equivalents		(175 037 818)	234 754 384
Cash and cash equivalents at the beginning of the year	8/25.2	703 298 391	468 544 007
Cash and cash equivalents at the end of the year	8/25.2	528 260 573	703 298 391

1 ACCOUNTING POLICIES

1.1 Basis of preparation

The annual financial statements set out on pages 68 to 98 are prepared in accordance with and comply with International Financial Reporting Standards and in the manner required by the Minister of Higher Education and Training in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended. The annual financial statements are prepared on the historical cost basis, except for marketable securities which are measured at their fair value.

Unless otherwise indicated, all amounts are expressed in South African Rands, which is the University's functional currency.

Statement of compliance

The financial statements are prepared in compliance with both IFRS and Interpretations of those Standards as adopted by the International Accounting Standards Board.

Changes in Accounting Policy and Disclosure

The principal accounting policies applied in the preparation of these financial statements are set out below and are consistent with those adopted in the previous year, except where the University adopted the IFRS amendments that became effective during the year.

The IFRS amendments that become effective during 2015 did not have an impact on the University's results.

1.2 Fund Categories

The statement of comprehensive income is prepared on a segmented reporting basis in the manner required by the Minister of Higher Education and Training in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended. Income shown as council controlled relates to funds over which the council has legal control and discretionary control. Income shown as restricted use relates to funds generated in terms of legally enforceable requirements by a donor or grantor. Income shown as Student Accommodation relates to funds generated from student accommodation. Management continuously reviews the classification of the various funds and periodically reclassifies them, where deemed appropriate, for changes in the circumstances and conditions relating to them.

The funds in the consolidated statement of changes in funds are grouped according to the same criteria as the statement of comprehensive income and also includes a property, plant and equipment fund and a fair value adjustments reserve. Funds for the acquisition of property, plant and equipment are transferred to the property, plant and equipment fund, which thereafter carries the funds representing the carrying value of the items of property, plant and equipment. The fair value adjustments reserve carries those gains and losses on available-for-sale investments that are not recognised in the profit or loss. The restricted use funds represent the unspent portion of funds received which the University has an obligation to spend in terms of a mandate.

1.3 Current versus non-current classification

The University present assets and liabilities in the statement of financial position based on current/non-current classification.

An asset is current when it is:

- Expected to be realised or sold or consumed in the normal operating cycle;
- Held primarily for trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or

There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

1.4 Revenue Recognition

Revenue is recognised if it is probable that the economic benefits associated with the transaction will flow to the University and the amount can be measured reliably. Revenue is measured at the fair value of the consideration received or receivable.

State subsidies and grants

The University receives state subsidies and grants each year to assist in covering costs that will arise during that year. State appropriations and grants for general purposes are recognised as income in the financial year to which the subsidy relates. Appropriations for specific purposes are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. If the funding is provided in advance of the specified requirement, the relevant amount is retained as a liability and accounted for as current or non-current as appropriate, and is released to the net surplus when the expenditure is incurred. When a grant relates to an asset, the recognition of revenue is deferred and released to income over the expected useful life of the relevant asset.

Student fee revenue

Tuition, registration and residence fee revenue are recognised in income in the period to which they relate.

Income from contracts

Income from contracts for research activity is recognised over the duration of the associated research activity. Income from contracts for other activities is recognised when such activities occur.

Other service revenue

Revenue from services is recognised by reference to the stage of completion, determined on a cost or time apportionment basis, as appropriate, of the services involved.

Income from private gifts and grants

Income from private gifts and grants is recognised when it accrues to the University. Unless specifically indicated otherwise, income is considered to accrue to the University when it is received.

Other recurrent income

Other recurrent income is recognised when it accrues to the University.

Interest and dividends

Dividend income is recognised when the University's right to receive the payment is established and recorded as dividends received. Interest is recognised as it accrues on the effective interest method, according to the terms of the contract and accrued in interest received.

Government Grants

Government grants not expected to recur on an annual basis are recorded in net surplus in the statement of comprehensive income and disclosed as non-recurrent items when they accrue to the University.

1.5 Financial instruments

Financial instruments recognised on the statement of financial position include investments, staff loans, accounts receivable, cash and cash equivalents, accounts payable and accrued liabilities, interest bearing borrowings and student deposits. Financial instruments are recognised when the University becomes party to the contractual provisions of the instrument. All regular way purchases and sales of financial assets are recognised on the trade date.

When financial assets and financial liabilities are recognised initially, they are measured at fair value, plus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability. Loans and receivables are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised on derecognition or impairment as well as through the amortisation process.

Unless otherwise disclosed under the relevant statement of financial position item note, investment financial assets are carried at fair value while all other financial assets are subsequently measured at amortised cost. The methods and assumptions used to determine initial fair value, as well as measurement subsequent to initial recognition are as follows:

Investments

- Available for Sale Investments

Marketable securities are considered to be "available for sale" where there is no specific date of disposal and are classified as non-current assets. Marketable securities are held at fair value. The fair value of marketable securities is their market value calculated by reference to stock exchange quoted selling prices at year end. Adjustments to the fair value of marketable securities are recognised in other comprehensive income until they are sold, where upon the surplus / (deficit)

is recognised in net surplus or until the investment is deemed to be impaired at which time the cumulative gain or loss previously reported is included in the statement of comprehensive income

- Held to Maturity Investments

Other investments, where the University has the intention and ability to hold the investment to maturity, are considered to be “held-to maturity” investments and are subsequently measured at amortised cost using the effective interest method. The estimated fair value of fixed interest bearing deposits is based on discounted cash flow using prevailing money-market interest rates for instruments with similar credit risk and maturity.

Staff loans

Staff loans are considered to be “loans and receivables” and are subsequently measured at amortised cost. The loans are unsecured and attract interest at 15% with repayment terms varying from 1 to 12 months. An impairment is made, when there is objective evidence that the University will not be able to recover the loans for the full recoverable amount.

Student fee debtors

Student fee debt is non-interest bearing, and minimum payments are required on registration and on prescribed subsequent dates. Student fee debt is subsequently measured at amortised cost using the effective interest method less an allowance for impairment. Amounts are impaired when there is objective evidence that the University will not be able to collect the debt with regards to past experience in terms of collections.

Other receivables

Other receivables comprise non-interest bearing items with no fixed terms of payment. Other receivables are carried at amortised cost.

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise of cash at banks and on hand and short-term deposits with an original maturity of three months or less. Cash and cash equivalents are considered to be “loans and other receivables”. Cash on hand in banks and short term deposits are subsequently measured at amortised cost. In the cash flow statement these amounts are stated net of outstanding bank overdrafts.

Interest-bearing loans and borrowings

Interest bearing loans and borrowings are considered to be “financial liabilities at amortised cost”. They are measured at amortised cost using the effective interest method, being original debt value less principal repayments plus amortisations. Gains and losses are recognised in income when the liabilities are derecognised as well as through the amortisation process. The interest expense is calculated using the effective interest rate and recognised in net surplus of the statement of comprehensive income in the year in which it is incurred.

Accounts payable and accrued liabilities

Accounts payable and accrued liabilities comprise a variety of items, which are non-interest bearing and are considered to be “financial liabilities at amortised cost”. Trade payables have settlement terms ranging from 7 to 30 days, and other items of accounts payable and accrued liabilities have no specific terms of repayment. Trade and other payables are initially measured at fair value and subsequently measured at amortised cost.

Student deposits

Student deposits are amounts held to cover damages that may arise during use of certain University facilities by students and are considered to be “financial liabilities at amortised cost”. These deposits are initially measured at fair value and subsequently measured at amortised cost.

Fair value of financial instruments

The fair value of financial instruments that are actively traded in organised financial markets is determined by reference to quoted market bid prices at the close of business on the reporting date. For financial instruments where there is no active market, fair value is determined using valuation techniques. Such techniques may include using recent arm’s length market transactions; reference to the current fair value of another instrument that is substantially the same; discounted cash flow analysis or other valuation models. Observable inputs are maximised and unobservable inputs are minimised when valuation techniques are utilised.

Offset

Financial assets and liabilities are offset and reported on a net basis when the University currently has a legally enforceable right to set off the recognised amounts as well as the intention to realise the assets and settle the liabilities on a net basis. Observable inputs maximised and unobservable inputs are minimised when valuation techniques are utilised.

Derecognition of financial assets and liabilities

A financial asset is derecognised when:

- The rights to receive cash flows from the asset have expired, or
- The University has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the university has transferred substantially all the risks and rewards of the asset, or (b) the university has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged, is cancelled or expires.

Impairment

Impairment of financial assets

The University assesses at each reporting date whether there is any objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred 'loss event') and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

Loans and receivables

For financial assets measured at amortised cost, the University first assesses whether objective evidence of impairment exists for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the University determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be, recognised are not included in a collective assessment of impairment. If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred). The carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in net surplus of the statement of comprehensive income. Interest income continues to be accrued on the reduced carrying amount based on the original effective interest rate of the asset. Loans together with the associated allowance are written off when there is no realistic prospect of future recovery and all collateral has been realised or has been transferred to the University. If, in a subsequent year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognised, the previously recognised impairment loss is increased or reduced by adjusting the allowance account. If a write-off is later recovered, the recovery is recognised in net surplus of the statement of comprehensive income. The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate. If a loan has variable interest, the discount rate for measuring any impairment loss is the current effective interest rate .

Available-for-sale financial investments

For available-for-sale financial investments, the University assesses at each reporting date whether there is objective evidence that an investment or group of investments is impaired.

In the case of equity investments classified as available-for-sale, objective evidence would include a significant or prolonged decline in the fair value of the investment below its cost. Where there is evidence of impairment, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that investment previously recognised in net surplus – is removed from other comprehensive income and recognised in net surplus. Impairment losses on equity investments are not reversed through net surplus; increases in their fair value after impairment are recognised directly in other comprehensive income.

In the case of debt instruments classified as available-for-sale, impairment is assessed based on the same criteria as financial assets carried at amortised cost. However, the amount recorded for impairment is the cumulative loss measured as the

difference between the amortised cost and the current fair value, less any impairment loss on that investment previously recognised in the net surplus. Interest continues to be accrued at the original effective interest rate on the reduced carrying amount of the asset and is recorded as part of 'Interest and similar income'. If, in a subsequent year, the fair value of a debt instrument increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in the net surplus, the impairment loss is reversed through the net surplus.

1.6 Property, plant and equipment

Purchased items of property, plant and equipment are initially recognised at cost, and thereafter stated at historical cost less accumulated depreciation (see below) and impairment losses. Certain property, plant and equipment acquired on gaining autonomy are recorded at a cost, based on South African Post Secondary Education (SAPSE) norms using replacement value as at April 1984 as the basis, less depreciation. Where significant parts of an item of property, plant and equipment have different useful lives, they are accounted for and depreciated as separate components of property, plant and equipment. Subsequent costs are included in an asset's carrying amount, or are recognised as a separate asset, as appropriate, only when it is probable that the future economic benefits will flow to the University, and the cost of the item can be measured reliably. Maintenance and repairs, which do not meet these criteria, are charged against income as incurred. Depreciation is charged to net surplus of the statement of comprehensive income on a straight-line basis over the estimated useful life of each part of an item of property, plant and equipment. Land is not depreciated. The estimated useful lives are as follows:

Buildings		Vehicles	4 to 10 years
- Primary Structure	10 to 50 years	Computer Equipment	1 to 5 years
- Components	10 to 15 years	Furniture and equipment	3 to 50 years

Residual values and remaining useful lives, are reassessed annually.

Impairments

The University assesses at the end of each financial reporting period whether there is any indication that an asset may be impaired. Where there is an indication of an impairment the assets carrying value is compared to its recoverable amount. The recoverable amount is the greater of the fair value of the asset less costs to sell, or the value in use. Any impairment losses, being an excess of carrying amount over recoverable amount, are included in net surplus of the statement of comprehensive income. Where there is an indication that previously recognised impairment losses may have decreased or no longer exist, the carrying amount of the asset is increased to its recoverable amount, and the reversal of the impairment recognised in net surplus in the statement of comprehensive income. The reversal of impairment of property, plant and equipment is limited to what the carrying value would have been had the impairment never occurred. Gains and losses from the disposal of assets are determined by reference to their carrying amounts and are taken into account in determining the net surplus or deficit. An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal.

1.7 Inventories

Inventory is valued at the lower of cost or net realisable value on a first-in-first-out basis. Net realisable value is the replacement cost of inventories.

1.8 Leases

All leases, where substantially all risks and rewards associated with ownership have not transferred from the lessor to the lessee, are treated as operating leases and are recognised on a straight line basis over the lease term, except for contingent rentals which are recognised as incurred or accrued.

1.9 Post-employment benefits

The University operates both a defined-benefit pension fund and a defined-contribution fund for its employees. The benefits in respect of the defined benefit pension fund are funded. The cost of providing benefits under the defined benefit plan is determined using the projected unit credit method. Actuarial gains and losses are recognised in other comprehensive income in full when they are incurred. Past service costs are recognised in full in net surplus at the earlier of when the plan amendment or curtailment occurs or when the entity recognises related restructuring costs. Service costs including current service costs, past services costs, gains and losses on curtailments and non-routine settlements should be recognised in profit & loss in relation to the defined benefit plan. The defined asset or liability comprises the present value of the defined benefit obligation (using a discount rate based on yield of the JSE Coupon Nominal Bond Curve) less the fair value of plan assets out of which the obligations are to be settled. Plan assets are assets that are held by a long term employee benefit fund. Fair value is based on market price information and in the case of quoted securities it is the published bid price. The value of any plan asset recognised is restricted to the present value of any economic benefits available in the form of refunds from the plan or reductions in the future contributions to the plan. Net interest is calculated at the discount rate of 10%.

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

1.10 Provisions

Provisions are recognised where there is a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made. If the effect of the time value of money is material, provisions are discounted using a current rate that reflects the risk specific to the liability. Where discounting is used, the increase in the provision due to the passage of time is recognised as interest or expense in the statement of comprehensive income.

1.11 Personnel costs

Personnel costs comprise remuneration for services and other employee benefits. Remuneration and contributions in respect of defined contribution retirement benefit plans are charged to the statement of comprehensive income as the staff render their services to the University and costs relating to defined benefit retirement plans are charged to the statement of comprehensive income according to IAS 19 and as further detailed in note 10.

1.12 Operating expenses

Operating expenses, except where dealt with under a specific accounting policy, are charged to net surplus of the statement of comprehensive income in the year in which they are incurred.

1.13 Foreign currencies

The University's financial statements are presented in South African Rands, which is the University's functional currency. Transactions in foreign currencies are initially recorded at the functional currency rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the functional currency spot rate of exchange ruling at the reporting date. All differences are taken to net surplus of the statement of comprehensive income. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

1.14 Consolidation

Separate accounting cost centres are created for funds separately identified for specific research or operational activities. These cost centres are accounted for within the University's general ledger, and are consolidated in the preparation of the financial statements. All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions are eliminated in full.

1.15 Service concession arrangements

Service concession arrangements are binding arrangements between a grantor and an operator in which the operator uses the service concession asset to provide a public service on behalf of the grantor for a specified period of time; and the operator is compensated for its services over the period of the service concession arrangement. When an agreement of this nature is entered into, the grantor recognises a service concession asset when the grantor controls the services that may be provided with the use of the asset and retains the beneficial interest in the asset. This asset is initially recognised at its fair value and subsequently accounted for in the same manner as property, plant and equipment. A corresponding liability is raised which is classified either as a financial liability, where the grantor has an unconditional obligation to pay cash or another financial asset to the operator for the construction, development, acquisition, or upgrade of a service concession asset, or deferred revenue in the form of a grant of a right to use, where the grantor does not have an unconditional obligation to pay cash or another financial asset to the operator for the construction, development, acquisition, or upgrade of a service concession asset, and grants the operator the right to earn revenue from third-party users or another revenue-generating asset. The university has entered into a right to use contract in respect of the construction and lease of a number of residences. This obligation to provide the operator with the right to use the asset is initially recognised at the fair value of the asset received. The revenue arising from providing the use of the asset is subsequently recognised in the net surplus over the period that the University is obliged to provide the operator with the right to use the asset, on a straight line basis.

1.16 Accounting standards and interpretations issued and not yet effective

IFRS and IFRIC Interpretations not yet effective

The listing of standards and interpretations issued are those that the University reasonably expects to have an impact on disclosures, financial position or performance when applied at a future date. The University intends to adopt these standards when they become effective.

IFRS 9 Financial Instruments: Classification and Measurement

IFRS 9 Financial Instruments:

In July 2014, the IASB issued the final version of IFRS 9 Financial Instruments which reflects all phases of the financial instruments project and replaces IAS 39 Financial Instruments: Recognition and Measurement and all previous versions of IFRS 9. The standard introduces new requirements for classification and measurement, impairment, and hedge accounting. IFRS 9 is effective for annual periods beginning on or after 1 January 2018, with early application permitted. Retrospective application is required, but comparative information is not compulsory. Early application of previous versions of IFRS 9 (2009, 2010 and 2013) is permitted if the date of initial application is before 1 February 2015. The adoption of IFRS 9 will have an effect on the classification and measurement of the Universities financial assets, but no impact on the classification and measurement of the Universities financial liabilities.

IFRS 15 Revenue from Contracts with Customers

IFRS 15 was issued in May 2014 and establishes a new five-step model that will apply to revenue arising from contracts with customers. Under IFRS 15 revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer. The principles in IFRS 15 provide a more structured approach to measuring and recognising revenue. The new revenue standard is applicable to all entities and will supersede all current revenue requirements under IFRS . Either a full or modified retrospective application is required for annual periods beginning on or after 1 January 2017 with early adoption permitted. The University is currently assessing the impact of IFRS 15 and plans to adopt the new standard on the required effective date.

IFRS 16 Leases

Effective for annual periods beginning on or after 1 January 2019.

Key Requirements

The scope of IFRS 16 includes leases of all assets, with certain exceptions. A lease is defined as a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration. IFRS 16 requires lessees to account for all leases under IAS 17. The standard includes two recognition exemptions for lessees - leases of 'low value' assets and short-term leases (i.e., leases with a lease term of 12 months or less). At the commencement date of a lease, a lessee will recognise a liability to make lease payments (i.e., the lease liability) and an asset representing the right to use the underlying asset during the lease term (i.e., the right-of-use asset).

Other Standards:

Improvements and amendments to the following standards have been issued but are not expected to have a significant impact on the university:

Standard	Improvement/Amendment:	Effective date
IFRS 2	Definitions of vesting conditions	01-Jul-14
IFRS 3	Accounting for contingent consideration in a business combination	01-Jul-14
IFRS 8	Aggregation of operating segments & Reconciliation of the total reportable segments' assets to the entity's assets	01-Jul-14
IAS 24	Key management personnel	01-Jul-14
IFRS 3	Scope exceptions for joint ventures	01-Jul-14
IAS 40	Interrelationship between IFRS 3 and IAS 40 (ancillary services)	01-Jul-14
IFRS 13	Scope of portfolio exception (para 52)	01-Jul-14
IFRS 14	Regulatory Deferral Accounts	01-Jan-16
IAS 19	Employee contributions	01-Jul-14
IAS 16	Clarification of acceptable methods of depreciation and amortisation	01-Jan-16
IAS 38	Clarification of acceptable methods of depreciation and amortisation	01-Jan-16
IAS 1	Disclosure initiative amendments	01-Jan-16
IFRS 5	Changes in methods of disposal	01-Jan-16
IAS 19	Discount rate: regional market issue	01-Jan-16
IFRS 10, IFRS 12, IAS28	Applying the consolidation exception	01-Jan-16
IFRS 11	Accounting for acquisition of interests in joint operations	01-Jan-16
IAS 16 & IAS 41	Agriculture; bearer plants	01-Jan-16
IAS 27	Equity method in separate financial statements	01-Jan-16

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

<i>Standard</i>	<i>Improvement/Amendment:</i>	<i>Effective date</i>
IFRS 7	Servicing contracts & Applicability of the offsetting disclosures to condensed interim financial statements	01-Jan-16
IAS 34	Disclosure of information elsewhere in the interim financial report	01-Jan-16

The above improvements and amendments will not have a significant impact on the annual financial statements of the university.

1.17 Significant accounting judgements and estimates

Judgements

In the process of applying the University's accounting policies, management has made certain judgements, apart from those involving estimations, which have significant effects on the amounts recognised in the financial statements as discussed below.

Estimation uncertainty

Key assumptions concerning the future and other key sources of estimation uncertainty at the statement of financial position date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below.

Impairment of Available-for-sale investments

The university classifies certain assets as available-for-sale and recognises movements in their fair value in other comprehensive income. When the fair value declines, management makes assumptions about the decline in value to determine whether it is an impairment that should be recognised in income and expenses. An investment is considered impaired if either; the fair value at year end is more than 30% below original cost; or the fair value is below cost for a period greater than 12 months. At 31 December 2015 no impairment losses have been recognised for available-for-sale investments. The carrying value of investments that are carried at fair value at 31 December 2015 was R1,062,869,134 (2014: R607,867,058) refer Note 3.1.

Property, plant and equipment

On an annual basis, management reviews the useful lives and residual values of immovable property, plant and equipment. In addition, management periodically obtains the opinion of external building specialists regarding the estimation of their useful lives. The useful lives and residual values of movable items of property, plant and equipment have been estimated with reference to historic information and market trends.

The carrying value of property, plant and equipment at 31 December 2015 was R1,558,081,792 (2014: R1,494,512,577).

Student fee debtors and other receivables

The present value of student debtors is determined by discounting expected cash flows using an appropriate discount rate. The probability and timing of cash flows are estimated based on historical trends. The carrying value of Student fee debtors at 31 December 2015 was R100,813,281 (2014: R96,434,119).

Leave pay provision

The pattern of staff retirements used in the leave pay calculation were estimated with reference to actuarial data pertaining to the University's staff. The pattern of leave utilisation was estimated with reference to historic information. The carrying value of the leave pay provision at 31 December 2015 was R117,505,366 (2014: R98,658,382).

Defined benefit fund

The cost of defined benefit plans is determined using actuarial valuations. The actuarial valuation involves making assumptions which are disclosed in note 10.

Held to maturity investments

Judgement is made with regard to investments classified as held to maturity. This judgement is based on management's intention and ability to hold the instrument to maturity at initial recognition. The carrying value of endowment policies at 31 December 2015 was R854,391 (2014: R1,028,154).

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

Provision for Bad Debts

Debt is considered irrecoverable after taking into account collections subsequent to year end and historic patterns of collection by the University as well as by professional debt collectors. For student fee debtors, the impairment takes into account the present value of future expected cash flows.

The impairments raised for bad debts as at 31 December 2015 is found in note 4: staff loans - R 463,300 (2014: R 463,300); note 6: student fee debtors - R 171,080,899 (2014: R 141,512,233); note 7: provincial subsidies and grants - R 7,675,742 (2014: R 7,675,742) and note 7: sundry receivables - R6,662,177 (2014: R 6,662,177).

2 PROPERTY, PLANT AND EQUIPMENT

	Intangible Assets ZAR	Land & buildings ZAR	Furniture & equipment ZAR	Computer equipment ZAR	Vehicles ZAR	Total ZAR
Year ended 31 December 2015						
Opening net book value	-	1 192 608 391	180 307 529	114 914 922	6 681 735	1 494 512 577
Additions	6 329 903	86 300 928	38 746 684	26 702 890	2 523 148	160 603 553
Disposals	-	(7 109)	(352 393)	(511 761)	(275 302)	(1 146 565)
Depreciation charge	-	(48 075 213)	(24 192 194)	(22 377 305)	(1 243 061)	(95 887 773)
Closing net book value	6 329 903	1 230 826 997	194 509 626	118 728 746	7 686 520	1 558 081 792
At 31 December 2015						
Gross carrying amount	6 329 903	1 588 193 805	399 185 872	276 165 716	16 430 090	2 286 305 386
Gross accumulated depreciation	-	(357 366 807)	(204 676 247)	(157 436 970)	(8 743 570)	(728 223 594)
Net book value	6 329 903	1 230 826 998	194 509 625	118 728 746	7 686 520	1 558 081 792
Year ended 31 December 2014						
Opening net book value	-	1 153 032 047	184 261 601	107 902 317	6 804 786	1 452 000 751
Additions	-	80 774 962	20 407 202	23 737 844	1 545 330	126 465 338
Disposals	-	-	(4 350 629)	(240 793)	(463 462)	(5 054 884)
Depreciation charge	-	(41 198 618)	(20 010 645)	(16 484 446)	(1 204 919)	(78 898 628)
Closing net book value	-	1 192 608 391	180 307 529	114 914 922	6 681 735	1 494 512 577
At 31 December 2014						
Gross carrying amount	-	1 501 900 408	360 975 247	251 068 374	14 789 060	2 128 733 089
Gross accumulated depreciation	-	(309 292 017)	(180 667 718)	(136 153 452)	(8 107 325)	(634 220 512)
Net book value	-	1 192 608 391	180 307 529	114 914 922	6 681 735	1 494 512 577

Land and Buildings

- Main campus, Robert Sobukwe Road, Bellville, described as whole or remainders of Erf numbers 14869, 17018, 40240, 40241, 40242, 40243, in Bellville Township, Province of the Western Cape.
- Rector's House, described as Erf number 563 in Bellville Township, Province of the Western Cape.
- Hector Petersen Residence, Amandel Road, Belhar, described as Erf number 29059 in Bellville Township, Province of the Western Cape.
- House in Observatory, Cape Town, described as Erf number 26498 in Observatory, City of Cape Town, Province of the Western Cape.
- Tygerberg Oral Health centre, described as Erf 15528 in Parow, City of Cape Town, Province of the Western Cape. (Legal transfer of this property took place in December 2011).
- Dentistry Building, Mitchells Plain Medical Centre, described as unit 2 of sectional title scheme 248 in Mitchells Plain, 29388, Province of the Western Cape.
- Bellville Medical Centre - Erf No. 39713 located in Bellville City Centre and Section 139, 141, 102-128 SS Bella Vista Bellville Township, Province of the Western Cape.

Certain land and buildings that comprise the main campus of the University were brought to account with the granting of autonomous status to the University. Such land and buildings were valued on a replacement cost basis as at April 1984, based on SAPSE norms.

Intangible Asset

The University has capitalised the development cost for the Alpha Dot Project which involves commercialisation of production for battery systems.

2.1 Service Concession: Property, plant and equipment

Kovacs Student Housing Project

UWC has appointed KOVACS in terms of a financing agreement in a “Build Operate Transfer” (BOT) model whereby UWC leases land to KOVACS with a right to develop student residences exclusive to UWC students with a right to collect rentals at full risk. The financing agreement to UWC is regulated by a “Development Agreement”, “Lease Agreement” and a “Management Agreement”. The salient points of the agreements are: 1) The terms of the lease is 25 years plus 3 years of development; 2) KOVACS takes full risk of the business model; 3) The design and development of student accommodation stock is the responsibility of KOVACS with approval from UWC; 4) The total number of beds contracted amounts to 1100. The asset will be depreciated over its useful life. The obligation will be released to revenue on a straight line basis over the term of the lease. The land rentals will need to be recognised on a straight-line basis. At the end of the lease term only the asset will remain on the statement of financial position and this will continue to depreciate over the remaining useful life. Phase 1 of the service concession agreement was completed with construction costs of R68,251,244 having been incurred. 334 beds were completed in this phase.

Phase 2 consists of the construction of 3 accommodation blocks with actual cost incurred of R 53,696,848.

A total of 288 beds were available for use at beginning of 2013.

Phase 3 comprises the balance of the development entailing the construction of 478 beds at a cost of R 84,047,617.

Reconciliation of KOVACS Building	Buildings ZAR
Year ended 31 December 2015	
Opening net book value	200 715 967
Additions	-
Depreciation charge	(4 155 752)
Closing net book value	196 560 215
At 31 December 2015	
Gross carrying amount	205 995 709
Gross accumulated depreciation	(9 435 494)
Net book value	196 560 215

Reconciliation of KOVACS Building	Buildings ZAR
Year ended 31 December 2014	
Opening net book value	172 188 569
Additions	30 790 348
Depreciation charge	(2 262 950)
Closing net book value	200 715 967
At 31 December 2014	
Gross carrying amount	205 995 709
Gross accumulated depreciation	(5 279 742)
Net book value	200 715 967

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

3 INVESTMENTS

3.1 Non-Current Investments

	ZAR 2015	ZAR 2015
Available-for-sale investments:		
Marketable Securities		
Local equity and mutual funds	605 840 594	338 582 401
State stocks and bonds	269 532 765	149 886 276
Unlisted investments	186	186
Off shore investments	183 350 270	115 501 925
	1 058 723 815	603 970 788
Opening value	603 970 788	539 474 154
Additions	606 246 879	136 262 279
Disposals	(214 426 058)	(119 369 948)
Movement in fair value adjustments reserve	62 932 206	47 604 303
Closing value	1 058 723 815	603 970 788
Investments are administered by portfolio managers, are classified as available for sale financial assets. In the cash flow statement, proceeds from the disposal of marketable securities comprise:		
Cost of marketable securities disposed	178 126 330	95 894 572
Realised gain on disposal of marketable securities	36 299 728	23 475 376
Proceeds on disposal of marketable securities	214 426 058	119 369 948
Endowment Policies (SANLAM)		
Opening net book amount	3 896 270	3 686 041
Fair value gains	249 049	210 229
Closing net book amount	4 145 319	3 896 270
The SANLAM endowment policy is an available-for-sale instrument and is carried at fair value.		
Total available-for-sale investments	1 062 869 134	607 867 058

Held to maturity investments:

	ZAR 2015 Endowment policies (PLAAS)	ZAR 2015 Zero Coupon Bond	ZAR 2015 TOTAL	ZAR 2014 Endowment policies (PLAAS)	ZAR 2014 Zero Coupon Bond	ZAR 2014 TOTAL
Opening net book amount	1 028 154	2 193 847	3 222 001	1 188 375	1 994 483	3 182 858
Redemptions	(255 362)	(2 300 000)	(2 555 362)	(255 362)	-	(255 362)
Interest accrued	81 599	106 153	187 752	95 141	199 364	294 505
Closing net book amount	854 391	-	854 391	1 028 154	2 193 847	3 222 001

The Zero Coupon Bond is stated at initial amount invested plus capitalised interest and is security for the loan from Public Investment Commissioner as described in note 9. The Zero Coupon Bond has an effective interest rate of 9,56%, matured in June 2015. The Programme for Land and Agrarian Studies (PLAAS) endowment policy is a held to maturity instrument at a fixed interest rate of 8.45%, maturing in December 2019 and is stated at amortised cost.

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

3.2 Fair Value Hierarchy

The University uses the hierarchy for determining and disclosing the fair value of financial instruments by valuation technique.

Level 1: Quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2: Valuation techniques that use inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices). For example, instruments measured using a valuation technique based on assumptions that are supported by prices from observable current market transactions are categorised as level 2.

Level 3: Valuation techniques using inputs that are not based on observable market data.

	ZAR 31 DEC 15	ZAR Level 1	ZAR Level 2	ZAR Level 3
Available-for-sale financial assets				
Local equity and mutual funds	605 840 780	605 840 780	-	-
State stocks and bonds	269 532 765	269 532 765	-	-
Offshore investments	183 350 270	183 350 270	-	-
Endowment Policy (Sanlam)	4 145 319	-	4 145 319	-
Total	1 062 869 134	1 058 723 815	4 145 319	-

During the reporting period ended 31 December 2015, there were no transfers between level 1 and level 2 fair value investments, and no transfers into and out of level 3 fair value measurements.

The endowment policy values disclosed as level 2 are provided by the issuing financial institution which is a Guaranteed Capital Fund valued at fair value.

	ZAR 31 DEC 14	ZAR Level 1	ZAR Level 2	ZAR Level 3
Available for sale financial assets				
Local equity and mutual funds	338 582 587	338 582 587	-	-
State stocks and bonds	149 886 276	149 886 276	-	-
Offshore investments	115 501 925	115 501 925	-	-
Endowment Policy (Sanlam)	3 896 270	-	3 896 270	-
Total	607 867 058	603 970 788	3 896 270	-

4 STAFF LOANS

	ZAR 2015	ZAR 2014
Gross amount	665 347	700 291
Less impairment	(463 300)	(463 300)
	202 047	236 991

These loans are unsecured and attract interest at 15% with repayment terms varying from 1 to 12 months.

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

5 INVENTORIES

	ZAR 2015	ZAR 2014
Maintenance store (at cost)	1 119 991	995 857
	1 119 991	995 857

Amounts expensed relating to inventory are included under other operating expenses.

6 STUDENT FEE DEBTORS

	ZAR 2015	ZAR 2014
Maintenance store (at cost) Gross Amount	271 894 181	237 946 352
Less impairment	(171 080 899)	(141 512 233)
	100 813 281	96 434 119

Student fee debt is non-interest bearing. Minimum payments are required on registration and on subsequent prescribed dates as published in the University's fee handbook. The portion of student debt which is considered irrecoverable after taking into account collections subsequent to year end and historic patterns of collection by the University as well as by professional debt collectors, is impaired. The impairment takes into account the present value of future expected cash flows. The fair value of student fee debtors is R100,813,281 (2014: R96,434,119) based on a discounted cash flow, which is a level 3 fair value investment. The debtors book of the University is subject to collective impairment.

Movement in the provision for impairment of student fee debtors were as follows:

	ZAR 2015	ZAR 2014
At 1 January	(141 512 233)	(131 012 232)
Charge for the year	(29 568 666)	(10 500 001)
At 31 December	(171 080 899)	(141 512 233)

7 OTHER RECEIVABLES

	ZAR 2015	ZAR 2014
Prepayments	9 679 252	15 868 372
Provincial subsidies and grants	12 474 040	7 704 780
Gross Amount	20 149 782	15 380 522
Less: Impairment	(7 675 742)	(7 675 742)
Other receivables in respect of subsidies, contracts and grants	11 524 300	3 098 313
Sundry receivables	15 593 852	3 774 535
Gross Amount	22 256 029	10 436 712
Less: Impairment	(6 662 177)	(6 662 177)
	49 271 444	30 446 000

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

The impairment of R7,675,742 (2014: R7,675,742) represents salary recoveries payable by the Provincial Government of the Western Cape of which the recovery rate of claims is being addressed and the impairment of R6,662,177 (2014: R6,662,177) is in respect of inappropriate expenditure which is in the process of being resolved. Other receivables comprise non-interest bearing items with no fixed term of payment. They are not discounted and their carrying amounts approximate their fair value, due to the short term nature of the receivables.

	ZAR 2015	ZAR 2014
Impairment: Provincial grants		
Movement in the provision for impairment of provincial subsidy and grants were as follows:		
At 1 January	(7 675 742)	(6 996 592)
Charge for the year	-	(679 150)
Closing balance at 31 December	(7 675 742)	(7 675 742)
Impairment: Sundry receivables		
Movement in the provision for impairment of sundry receivables were as follows:		
At 1 January	(6 662 177)	(6 334 859)
Charge for the year	-	(327 318)
Closing balance at 31 December	(6 662 177)	(6 662 177)

8 CASH AND CASH EQUIVALENTS

	ZAR 2015	ZAR 2014
Cash at bank and on hand	514 415 883	676 696 157
Short term bank deposits	13 844 690	26 602 234
	528 260 573	703 298 391

Short term bank deposits comprise term deposits, the majority of which mature within 3 months. These deposits are at market related fixed rates of between 6.8% and 7.7% (2014: 5.5% and 7.3%) and their carrying amounts approximate fair value. They are classified as cash equivalents as management consider them to be accessible prior to prescribed maturity.

At year end the University had an unutilised overdraft facility of R15,000,000 (2014: R15,000,000).

9 INTEREST BEARING BORROWINGS

	ZAR 2015	ZAR 2014
Non-current		
Non-current portion of Development Bank of South Africa loan	31 500 000	40 500 000
Non-current portion of Absa loan	186 150 000	-
Total non-current borrowings	217 650 000	40 500 000
Current		
Current portion of PIC loan	-	2 300 000
Current portion of Development Bank of South Africa loan	9 000 000	9 000 000
Current portion of Absa loan	21 900 000	-
Total current borrowings	30 900 000	11 300 000

A R2,300,000 loan from the Public Investment Corporation was repaid on 30 June 2015.

The University entered into a ten year term loan of R90,000,000 with the Development Bank Of South Africa, repayable by 30 June 2020 in half yearly instalments, with a floating rate of 6 months Jibar rate plus 305 basis points.

During 2015 the University entered into a loan agreement with Absa Bank, for an amount of R219,000,000, repayable by 2025 in half yearly instalments, with a floating rate of 3 months Jibar rate plus 202 basis points. R10,950,000 was repaid during the year.

Effective interest rates on long term loans 9,55% 9,55%

Carrying amount

The carrying amounts of fixed interest-bearing long term loans are as follows:

	CARRYING AMOUNTS	
	ZAR 2015	ZAR 2014
PIC loan	-	2 300 000
DBSA loan	40 500 000	49 500 000
ABSA loan	208 050 000	-

	Variable		Fixed	
	ZAR 2015	ZAR 2014	ZAR 2015	ZAR 2014
Less than one year	70 566 100	13 453 313	-	2 462 725
Between year 1 and 2	48 107 981	12 605 063	-	-
Between year 2 and 5	123 393 475	32 725 688	-	-
Over 5 years	104 216 288	4 712 063	-	-
	346 283 844	63 496 127	-	2 462 725

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

10 POST EMPLOYMENT BENEFIT INFORMATION

The University contributes to the University of the Western Cape Retirement Fund, a defined contribution fund, and to the University of the Western Cape Pension Fund, a defined benefit fund. Both funds were established when the University took the decision to leave its previous fund. Members of the previous fund were given the option to transfer to either fund. These funds are registered under and governed by the Pensions' Fund Act, 1956 as amended. The assets of both these funds are held independently of the University's assets in separate trustee administered funds.

Total employer contributions for the year were R66,745,051 (2014: R61,244,332).

10.1 University of the Western Cape Pension Fund

The following summarises the components of the net benefit expense recognised in the statement of comprehensive income, the fund status and amounts recognised in the statement of financial position for the plan.

	ZAR 2015	ZAR 2014
Net benefit expense		
Current service cost	22 377 596	22 312 263
Interest cost on benefit obligation	48 462 333	49 341 201
Interest on plan assets	(49 086 649)	(54 104 136)
Administration Expense	1 833 311	2 109 567
Net benefit expense	<u>23 586 591</u>	<u>19 658 895</u>

The net asset recognised has been limited to surplus allocated to the employer surplus account at the last statutory valuation, 31 December 2015.

2015	Fund Assets	Fund Liabilities	Asset Ceiling	Net Asset/ (Liability)
	ZAR	ZAR	ZAR	ZAR
Balance at the beginning of the year	691 911 176	(583 866 783)	(92 251 004)	15 793 389
<i>Pension Cost included in Surplus for the year:</i>				
Current service costs	-	(22 377 596)	-	(22 377 596)
Interest income/expense	56 743 482	(48 462 333)	(7 656 833)	624 316
Administration expenses	(1 833 311)	-	-	(1 833 311)
Pension Cost included in Surplus for the year	54 910 171	(70 839 929)	(7 656 833)	(23 586 591)
Benefit Payments	(39 585 953)	39 585 953	-	-
<i>Remeasurement gains/(losses) in other comprehensive income:</i>				
Returns from plan assets in excess of interest	(16 867 361)	-	-	(16 867 361)
Actuarial gains and losses asset ceiling	-	-	(593 514)	(593 514)
Actual gains and losses change in financial assumptions	-	17 797 848	-	17 797 848
Other Comprehensive Income	(16 867 361)	17 797 848	(593 514)	336 973
Contributions	24 573 980	-	-	24 573 980
Balance at the end of the year	<u>714 942 013</u>	<u>(597 322 911)</u>	<u>(100 501 351)</u>	<u>17 117 751</u>

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

2014	Fund Assets	Fund Liabilities	Asset Ceiling	Net Asset/ (Liability)
	ZAR	ZAR	ZAR	ZAR
Balance at the beginning of the year	637 247 651	(560 241 042)	(77 006 609)	-
<i>Pension Cost included in Surplus for the year:</i>				
Current service costs	-	(22 312 263)	-	(22 312 263)
Interest income/expense	54 104 136	(49 341 201)	-	4 762 935
Administration expenses	(2 109 567)	-	-	(2 109 567)
Subtotal included in Surplus for the year	51 994 569	(71 653 464)	-	(19 658 895)
Benefit Payments	(68 649 121)	68 649 121	-	-
<i>Remeasurement gains/(losses) in other comprehensive income:</i>				
Returns from plan assets in excess of interest	47 400 089	-	-	47 400 089
Actuarial gains and losses asset ceiling	-	-	(15 244 395)	(15 244 395)
Actuarial gains and losses change in financial assumptions	-	(20 621 398)	-	(20 621 398)
Subtotal included in Other Comprehensive Income	47 400 089	(20 621 398)	(15 244 395)	11 534 296
Contributions	23 917 988	-	-	23 917 988
Balance at the end of the year	691 911 176	(583 866 783)	(92 251 004)	15 793 389

	ZAR 2015	ZAR 2014
The actual loss on plan assets for 2015 amounted R16,867,361 (2014: Return R47,400,089).		
Major categories of plan assets		
Old Mutual Absolute Growth Fund	302 070 872	281 094 418
Oasis Market value Portfolio	-	-
Old Mutual Balanced Portfolio	34 090 485	32 037 415
Prescient Mergence	175 294 390	175 281 673
Omigsa Premium Equity	83 935 399	78 159 401
Sanlam Dynamic Target Hedging Portfolio	123 821 819	133 490 158
Stanlib SA Equity	1 917 225	6 144 587
Sanlam Cash Deposit account	2 811 237	3 529 481
Value of Assured pensions	(8 999 413)	(17 825 956)
Net Creditors	714 942 014	691 911 177

A gross discount rate of 10.00% per annum is used, based on the average effective annual yield on the JSE Zero Coupon Nominal Bond Curve as at the reporting date in 2015 the expected return on plan assets was determined on Government bonds as at the reporting date and was estimated at 7.40%.

	ZAR 2015	ZAR 2014
The principal assumptions used in determining plan obligations are:		
Discount rate	6,00%	5,13%
Future salary increases	8,04%	6,54%
Future pension increases	3,77%	3,02%
Life expectancy of pensioners	22 years 8months	22 years 4 months

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

A quantitative sensitivity analysis for significant assumptions as at 31 December 2015 is shown as below

The sensitivity analyses below have been determined based on a method that extrapolates the impact on net defined benefit obligation as a result of changes in the key assumptions occurring at the end of the reporting period.

“Actives” refer to the defined benefit members who are current contributors of the fund and “Pensioners” refer to past contributors of the fund currently receiving retirement benefits.

		Actives (R)		Pensioners (R)	
Total liability (current valuation)		504 217 215		93 105 696	
Assumptions		Actives (R)		Pensioners (R)	
Sensitivity Level		0.5% increase	0.5% decrease	0.5% increase	0.5% decrease
Discount rate		567 042 662	449 696 627	100 939 396	86 296 914
Future salary increases		522 766 509	486 526 077	N/A	N/A
Future pension cost increases		527 130 773	482 921 577	97 268 157	89 206 287
Assumptions		Actives (R)		Pensioners (R)	
Sensitivity Level		Increased by 1 year	Decreased by 1 year	Increased by 1 year	Decreased by 1 year
Life Expectancy of Pensioners		496 097 050	512 820 868	91 649 942	94 617 759

Expected contributions to be made in future years out of the defined benefit plan obligation.

	ZAR 2015	ZAR 2014
Within the next 12 months (next annual reporting period)	23 291 792	22 377 596
Between 2 and 5 years	113 460 887	105 032 402
Between 5 and 10 years	201 306 927	174 562 738
Beyond 10 years	163 915 405	134 386 082
Total expected payments	501 975 011	436 358 818

The average duration of the defined benefit obligation at the end of the reporting period is 11.4 years.

10.2 University of the Western Cape Retirement Fund

The University of the Western Cape Retirement Fund is a defined contribution fund, of which the majority of permanent and long-term contract employees are members. The current year contribution to the Fund for the benefit of employees was R41 674 851 (2014: R39 915 259). The fund commenced with effect 1 March 1995. The fund is currently being administered by Sanlam. An independent Board of Trustees is responsible for the governance of the fund. The Board of Trustees consists of 4 member elected trustees and 4 Council nominated trustees.

The surplus apportionment date of the fund was 1 March 2004. The surplus apportionment exercise of the fund was completed and approved by the Registrar of Pension Funds on 22 September 2008. An amount of R2,622,000 was allocated to the employer at the surplus apportionment date (1 March 2004). The accumulated value of the employer surplus amounts to R1,454,989 on 31 December 2015 (2014: R1,357,457) after adding investment return.

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

11 LEAVE PAY PROVISION

	ZAR 2015	ZAR 2014
Opening balance	98 658 382	91 762 351
Provision released during current year	(7 003 591)	(10 107 204)
Additional provision raised	25 850 575	17 003 235
	117 505 366	98 658 382
Total leave pay liability	117 505 366	98 658 382
Current portion shown under current liabilities	12 508 357	11 565 942
Long-term portion	104 997 009	87 092 440

Employee benefits in the form of annual leave entitlements are recognised and provided for when they accrue to employees with reference to services rendered up to the statement of financial position date as at 31 December 2015. Annual leave, being non-accumulative in nature, is considered to be a short-term employee benefit due to the leave being a short compensated absence where the compensation is due to be settled within twelve months after the period the employee renders their services to the University. These benefits vest with the employee in the year in which they accrue. Long term leave consists of study leave and sabbatical leave. The University has made the same assumptions regarding the pattern of future staff retirements as has been used for the calculation of retirement benefit information. These assumptions have been used to determine whether and when leave will be taken or encashed. These assumptions are based on historical information and are similar to those used for defined benefit plans. The leave liability is determined by applying probabilities determined from the retirement benefit assumptions to the value of leave days outstanding at year end.

12 ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	ZAR 2015	ZAR 2014
Trade Payables	61 483 150	65 893 554
Salary deductions	523 176	712 092
Students with credit balances for future cash collections - Registered	20 487 150	21 902 990
Students with credit balances - Unregistered	8 085 568	2 428 054
Bursaries control	11 432 300	16 004 615
Voluntary severance package and retrenchment cost liability	252 354	252 354
NRF Deposit	27 600 000	30 100 000
Other payables	5 954 645	9 268 873
	135 818 343	146 562 532

Accounts payable and accrued liabilities comprise a variety of items, which are non-interest bearing. Trade payables have settlement terms ranging from 7 to 30 days, and other items of accounts payable and accrued liabilities have no specific terms of repayment. The carrying amounts approximate their fair values due to the short term nature of the payables.

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

13 SERVICE CONCESSION: LIABILITY

A notarial lease arrangement with Kovacs (Pty) Ltd for the lease of land (Student Housing Project) was entered into in 2010. The payment in terms of the lease commences on 1 January 2014 and the lease period is 25 years. This liability represents the obligation to provide Kovacs with a right to use the residences from availability for use to the end of the lease term. This liability will be released over the period that the residences are available for use. Refer to note 2.1 for further detail regarding Kovacs.

	ZAR 2015	ZAR 2014
Year ended 31 December		
Opening balance	161 857 051	137 624 278
Additional liability raised	-	30 790 348
Liability released during the current year	(6 225 271)	(6 557 575)
	155 631 780	161 857 051
Current portion	6 225 271	6 557 575
Non-current portion	149 406 509	155 299 476
	155 631 780	161 857 051

14 ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	ZAR 2015	ZAR 2014
Hostel deposits	316 045	317 145
	316 045	317 145

Hostel deposits are held to cover damages that may arise during use of hostel facilities by students. Their carrying amounts approximate fair value.

15 STATE SUBSIDIES AND GRANTS

	ZAR 2015	ZAR 2014
State subsidy for general purposes	702 649 936	655 197 500
Subsidy released on Capital and Clinical grants from Department of Higher Education and Training (Restricted use)	15 088 266	7 243 308
State grants and contracts for research (Restricted use)	128 050 426	103 755 531
Clinical training subsidy and foundation training subsidy (Restricted use)	12 527 895	28 130 386
	858 316 523	794 326 725

16 INCOME FROM INVESTMENTS

	Council controlled 2015 ZAR	Restricted use 2015 ZAR	TOTAL 2015 ZAR
Interest received			
Investments	-	10 127 595	10 127 595
- Available for Sale	-	9 690 794	9 690 794
- Endowment policy		249 049	249 049
- Held to maturity	-	187 752	187 752
Cash and cash equivalents	63 421 518	16 379	63 437 897
Total interest received	63 421 518	10 143 974	73 565 492
Dividends received	6 287 509	4 031 981	10 319 490
Balance as at 31 December	69 709 027	14 175 955	83 884 982
Realised gain on disposal of available for sale investments	-	36 299 606	36 299 606
Unrealised fair value adjustments gains	-	62 932 206	62 932 206

	Council controlled 2014 ZAR	Restricted use 2014 ZAR	TOTAL 2014 ZAR
Interest received			
Investments	-	16 896 789	16 896 789
- Available for Sale	-	16 392 055	16 392 055
- Endowment policy		210 229	210 229
- Held to maturity	-	294 505	294 505
Cash and cash equivalents	30 551 961	8 863 244	39 415 205
Finance income adjustment to revenue	801 919	-	801 919
Total interest received	31 353 880	25 760 033	57 113 913
Dividends received	3 614 193	3 706 534	7 320 727
	34 968 073	29 466 567	64 434 640
Realised gain on disposal of available for sale investments	-	23 475 376	23 475 376
Unrealised fair value adjustments gains	-	47 604 303	47 604 303

17 PERSONNEL COSTS

	Council controlled ZAR	Restricted use ZAR	Student Accommo- dation ZAR	2015 TOTAL ZAR
Academic professionals				
Salaries	380 638 416	49 133 697	-	429 772 113
Post employment benefit contributions	23 121 598	1 070 298	-	24 191 896
Total - academic professionals	403 760 014	50 203 995	-	453 964 009
Other personnel				
Salaries	322 771 781	68 879 658	12 463 026	404 114 465
Post employment benefit contributions	15 556 399	1 318 462	1 304 931	18 179 792
Total - other personnel	338 328 180	70 198 120	13 767 957	422 294 257
TOTAL PERSONNEL COSTS	742 088 194	120 402 115	13 767 957	876 258 266
Average monthly personnel employed by the University during the 2015 year:				
Full time				1 384
Part time				1 808
				3 192

Remuneration of key management -

The following disclosures relate to compensation paid to the key management of the University. Remuneration is based on the cost of employment to the institution comprising flexible remuneration packages.

Name	Office held	Months in office	Short term employee benefits (1) R '000s	Post- employment benefits R '000s	Actual Amount R '000s
Pretorius TB	Rector	12	2 615	274	2 889
Lawton-Misra N	Registrar	11	1 354	140	1 494
Regal A	Executive Director: - Finance and Services	12	1 390	142	1 532
Glaeser A	Executive Director: - Human Resources	12	1 437	-	1 437
Lawack VA	Vice Rector: - Academic affairs	9	1 384	147	1 531
Swanepoel FJC	Vice Rector: - Research	12	1 545	159	1 704
Dube PZ	Vice Rector: - Student Development and Support	1	143	15	158
Deans:	Faculties:				
Desai ZK	Education	12	1 267	131	1 398
Brown D	Arts	12	1 422	-	1 422
Osman YI	Dentistry	12	128	-	128
Martin BSC	Law	12	1 145	254	1 399
Frantz JM	Community and Health Sciences	12	1 270	212	1 482
Visser K	Economic and Management Sciences	12	1 280	128	1 408
Davies-Coleman MT	Natural Sciences	12	1 264	134	1 398

Exceptional payment amounts - each exceeding in annual aggregate R249,999

No exceptional payments were made during the year.

Payments for attendance at meetings of the council and its subcommittees

It is not University policy to remunerate council members for attendance at meetings.

1 This amount includes accumulated leave paid out upon retirement or when employee leaves the university

17 PERSONNEL COSTS (continued)

	Council controlled ZAR	Restricted use ZAR	Student Accommodation ZAR	2014 TOTAL ZAR
Academic professionals				
Salaries	339 187 584	46 949 349	-	386 136 933
Post employment benefit contributions	20 715 103	654 532	-	21 369 635
Total - academic professionals	359 902 687	47 603 881	-	407 506 568
Other personnel				
Salaries	296 981 432	59 398 136	11 186 619	367 566 187
Post employment benefit contributions	12 977 293	1 244 169	1 165 075	15 386 537
Total - other personnel	309 958 725	60 642 305	12 351 694	382 952 724
TOTAL PERSONNEL COSTS	669 861 412	108 246 186	12 351 694	790 459 292
Average monthly personnel employed by the University during the 2015 year:				
Full time				1 280
Part time				1 895
				3 175

Remuneration of key management -

The following disclosures relate to compensation paid to the key management of the University. Remuneration is based on the cost of employment to the institution comprising flexible remuneration packages.

Name	Office held	Months in office	Short term employee benefits R '000s	Post-employment benefits R '000s	Actual Amount R '000s
O'Connell BP	Rector	12	2 621	-	2 621
Cornelissen JJ	Acting Registrar	12	807	163	970
Regal A	Executive Director: - Finance and Services	12	1 199	225	1 424
Glaeser A	Executive Director: - Human Resources	12	1 349	-	1 349
Bharuthram R	Vice Rector: - Academic affairs	12	2 321	-	2 321
Fisher D	Acting Student Development and Support	12	920	134	1 054
Deans:	Faculties:				
Christie RL	Research Development	9	1 645	159	1 804
Desai ZK	Education	12	1 103	209	1 312
Brown D	Arts	12	1 313	-	1 313
Osman YI	Dentistry	12	123	-	123
Martin BSC	Law	12	1 097	239	1 336
Frantz JM	Community and Health Sciences	12	1 167	196	1 363
Visser K	Economic and Management Sciences	12	1 107	205	1 312
Davies-Coleman MT	Natural Sciences	12	1 098	214	1 312

Exceptional payment amounts - each exceeding in annual aggregate R249,999

No exceptional payments were made during the year.

Payments for attendance at meetings of the council and its subcommittees

It is not University policy to remunerate council members for attendance at meetings.

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

18 OTHER OPERATING REVENUES AND EXPENSES

18.1 Other Recurrent Income

	ZAR	ZAR	ZAR	ZAR
	Council controlled	Restricted use	Student Accommodation	TOTAL
	52 042 044	30 939 093	23 445	83 004 582

Other recurrent income arises from activities associated with the University's core teaching and research activities, but not directly derived there from.

18.2 Other Operating Expenses

	Council controlled	Restricted use	Student Accommodation	TOTAL
	ZAR	ZAR	ZAR	2015 ZAR
Academic consumable material	15 010 759	20 141 053	586 271	35 738 083
Advertising	6 118 599	1 904 882	-	8 023 481
Bad debts written off	29 704 994	5 250	-	29 710 244
Bursaries and prizes	24 926 450	100 350 130	16 576	125 293 156
Cleaning	18 459 912	18 557	11 200 929	29 679 398
Computer maintenance and licensing	17 076 612	1 587 790	14 294	18 678 696
Electricity and water	42 328 571	128 974	10 675 427	53 132 972
Entertainment	8 926 630	3 649 824	438 099	13 014 553
Food provisions	626 070	151 573	-	777 643
Hire of equipment	725 722	207 524	-	933 246
Insurance	4 738 068	28 914	-	4 766 982
Journals and subscriptions	20 842 769	7 118	-	20 849 887
Library and art acquisitions	1 573 655	1 940 894	-	3 514 549
Postage and telephone	8 273 350	2 678 036	312 047	11 263 433
Printing and stationery	22 985 605	3 283 670	604 066	26 873 341
Professional services	37 373 976	10 403 435	89	47 777 500
Property rates	16 162 950	-	-	16 162 950
Protective clothing	293 432	192 336	1 490	487 258
Rebate on fees	1 498 205	-	-	1 498 205
Rent of buildings	999 526	927 260	3 791 556	5 718 342
Repairs and maintenance	26 650 643	282 261	1 119 632	28 052 536
Security contracts	42 105 560	75 576	11 626 202	53 807 338
Staff meals: food services	3 341 046	1 602 228	70 663	5 013 937
Sundries	28 050 001	64 631 288	847 112	93 528 401
Travel and subsistence	28 455 142	42 502 875	4 823 785	75 781 802
Vehicle expenses	1 515 800	138 829	134 664	1 789 293
	408 764 047	256 840 277	46 262 902	711 867 226

Rebates on fees represent the cost to the University of certain policies, and are disclosed under other operating expenses instead of being set-off against tuition fees in order to better present the impact of these policies.

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

18.1 Other Recurrent Income

	ZAR Council controlled	ZAR Restricted use	ZAR Student Accommo- dation	ZAR 2014 TOTAL
	51 230 444	34 324 904	20 600	85 575 948

Other recurrent income arises from activities associated with the University's core teaching and research activities, but not directly derived there from.

18.2 Other Operating Expenses

	Council controlled ZAR	Restricted use ZAR	Student Accommo- dation ZAR	TOTAL 2014 ZAR
Academic consumable material	15 888 664	33 323 108	399 332	49 611 104
Advertising	3 978 137	1 787 622	-	5 765 759
Bad debts written off	11 554 591	54 458	-	11 609 049
Bursaries and prizes	19 376 024	82 594 213	-	101 970 237
Cleaning	16 131 846	207 786	10 387 265	26 726 897
Computer maintenance and licensing	17 872 727	299 888	-	18 172 615
Electricity and water	36 363 282	135 909	10 117 497	46 616 688
Entertainment	6 452 426	5 767 492	685 573	12 905 491
Food provisions	253 177	168 453	-	421 630
Hire of equipment	538 171	(940 579)	-	(402 408)
Insurance	3 001 929	14 403	-	3 016 332
Journals and subscriptions	19 155 416	36 701	-	19 192 117
Library and art acquisitions	2 053 250	1 536 912	-	3 590 162
Postage and telephone	7 200 176	1 286 833	376 556	8 863 565
Printing and stationery	21 610 494	3 640 146	814 394	26 065 034
Professional services	35 047 340	11 508 967	116	46 556 423
Property rates	17 999 342	500	-	17 999 842
Protective clothing	285 385	58 097	5 340	348 822
Rebate on fees	1 393 435	40 318	-	1 433 753
Rent of buildings	664 803	746 027	4 001 788	5 412 618
Repairs and maintenance	24 510 170	551 628	1 780 306	26 842 104
Security contracts	11 102 128	59 602	11 895 673	23 057 403
Staff meals: food services	2 777 661	700 126	77 670	3 555 457
Sundries	12 175 938	69 307 388	434 050	81 917 376
Travel and subsistence	22 478 511	37 794 700	4 529 185	64 802 396
Vehicle expenses	2 764 464	299 968	274 079	3 338 511
	312 629 487	250 980 666	45 778 824	609 388 977

Rebates on fees represent the cost to the University of certain policies, and are disclosed under other operating expenses instead of being set-off against tuition fees in order to better present the impact of these policies.

19 FINANCE AND RELATED COSTS

	ZAR	ZAR
	COUNCIL CONTROLLED	
	2015	2014
Finance costs	15 531 058	5 580 431
Long term loans	15 531 058	5 580 431
Other related costs	6 730 399	4 551 739
Portfolio administration costs	6 730 399	4 551 739

20. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The University's financial liabilities includes long term loans, accounts payable and student deposits. The financial assets such as investments, student fee debtors, accounts receivable and cash and short term deposits arise directly from its operations. The main risks arising from the University's financial instruments are interest rate risk, liquidity risk, credit risk and price risk. Management policies for managing each risk are summarised below.

Market risk

Market rate risk comprises interest risk, price risk and currency risk

Liquidity risk management

The University manages its liquidity risk by maintaining a sufficient cash buffer and an overdraft facility at all times. Deposits are held at central banks that can be easily accessible for liquidity management purposes. At the year end the University had an unutilised overdraft facility of R15,000,000 available. Refer to note 9 and note 12 for contractual maturing of financial liabilities.

Credit risk management

The University deposits only with major banks of high quality credit standing. At year end the management of the University did not consider there to be any significant concentration of credit risk which has not been adequately provided for. The maximum exposure to credit risk is the carrying amounts disclosed in note 3: held to maturity - R854 391 (2014: R3,222,001) note 4: staff loans - R202,047 (2014: R236,991); note 6: student fee debtor - R103,590,980 (2014: R96,434,119); note 7: other receivables excluding prepayments - R33,483,991 (2014: R14,577,628) and note 8 cash and cash equivalents - R528,260,573 (2014: R703,298,391) Credit risk in respect of student credit is managed by the application of credit monitoring procedures and enrolment processes. All student fee debtors at year end reflect debt that is past its due date and not impaired. No collateral is held in respect of the university's financial assets. The University has no concerns over the credit quality of assets that are neither past due nor impaired.

Interest rate risk management

Interest rate risk on investments, long term loans and cash is managed by utilising a mix of fixed and variable rate instruments that avoid a concentration of risk.

The following table demonstrates the sensitivity to a reasonable possible change in interest rates, with all variables held constant, of the University surplus. There is no material impact on the University equity.

Interest rate risk table

The effect on net surplus due to reasonable possible change in interest rates with all other variable rates held constant is as follows:

Interest rate changes	ZAR 2015	ZAR 2014
The effect of a 1% increase in interest rate on net surplus	10 122 213	8 095 018
The effect of a 1% decrease in interest rate on net surplus	(10 122 213)	(8 095 018)

Price risk

There is an exposure to price risk on listed and unlisted shares due to the fair value or future cash flows of financial instruments which will fluctuate because of changes in market prices. The risk is managed by our portfolio manager.

Price risk table:

The effect on equity due reasonable possible changes in equity indices, with all other variables held constant is as follows:

Price risk changes	ZAR 2015	ZAR 2014
The effect of a 5% increase in price risk on funds	39 709 538	23 060 139
The effect of a 5% decrease in price risk on funds	(39 709 538)	(23 060 139)

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The University's exposure to the risk of changes in foreign exchange rates relates primarily to the investments in foreign denominated investment funds.

Foreign currency sensitivity

The table below illustrates the effect of 10% increases in foreign currency rates on other comprehensive income for the year with reference to the University's available for sale investments.

The effect shown in the sensitivity analysis is on the net surplus of the University based on the changes to the exchange rates. The sensitivity analysis is prepared with all other variables held constant, and is based on the balances at year end taking into account the reasonable possible changes in the next 12 months. The actual results may differ from the sensitivity analysis and the difference could be material. The effect shown in the sensitivity analysis is on the net surplus of the University based on the changes to the exchange rates.

	Increase/Decrease in foreign currency rate	US Dollar Exposure	Pound Sterling Exposure
2015	10%	R 17 136 330	R 1 510 334
	-10%	R -17 136 330	R -1 510 334
2014	10%	R 10 402 232	R 1 172 459
	-10%	R -10 402 232	R -1 172 459

NOTES TO THE ANNUAL FINANCIAL STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2015

21 COMMITMENTS AND CONTINGENT LIABILITY

21.1 Capital commitments

	ZAR 2015	ZAR 2014
Amounts allocated for capital expenditure at reporting date, but not contracted.	376 579 000	347 124 000
Capital expenditure contracted for at year end, but not yet incurred	10 000 000	20 148 000
Total planned capital expenditure	386 579 000	367 272 000

Capital expenditure approved relates to amounts formally designated for the acquisition, construction, improvement or major maintenance of items of property, plant and equipment.

21.2 Operating lease commitments - University as lessee

The future minimum lease payments under non-cancellable operating leases are as follows:

	ZAR 2015	ZAR 2014
Not later than 1 year	7 655 356	4 505 627
Later than 1 year and not later than 5 years	8 599 528	10 180 677
	16 254 884	14 686 304

Operating lease commitments relate to rental of buildings and of photocopy equipment. The amounts disclosed above are the minimum lease payments, in addition to which the photocopy equipment agreements provide for contingent rentals based on usage.

21.3 Finance lease commitments - University as lessor

The future minimum lease receipts under non-cancellable operating leases are as follows:

	ZAR 2015	ZAR 2014
Not later than 1 year	86 249	78 408
Later than 1 year and not later than 5 years	440 309	400 281
Later than 5 years	6 333 933	6 460 210
	6 860 491	6 938 899

The university has entered into a "Build Operate Transfer" (BOT) model whereby UWC leases land to KOVACS with a right to develop student residences exclusive to UWC students with a right to collect rentals at full risk. The terms of the lease is 25 years plus 3 years development.

21.4 Commitments

The university has provided collateral security of R42,230 (2014: R42,230) advanced by the University to financial institutions to enable staff to obtain housing loans. Management is of the opinion that there is no transfer of significant risk to the University, based on the historical behaviour of the beneficiaries and the fact that the University has security in the form of the staff members' retirement fund.

22 TRANSFERS TO CLEAR DORMANT ENTITIES

Entities that comprise restricted funds have been reviewed to identify entities that have been inactive for a substantial period. The accumulated surpluses or deficits in such entities are represented by credits and debits, respectively, in the accumulated funds of these entities.

Where management is of the opinion that no claim or restriction will apply to the credit balances in such a fund, the amount in the fund is transferred to the council controlled funds of the University.

Where management is of the opinion that no recovery or settlement is likely of any debit balances in such a fund, an appropriate amount is transferred from council controlled funds to eliminate such debit balance.

	ZAR Restricted use	ZAR 2015	ZAR 2014
Transfers to clear entities with credit balances	(511 266)	(511 266)	(1 007 762)
Transfers to clear entities with debit balances	72 188	72 188	1 200
	(439 078)	(439 078)	(1 006 562)

Entities with debit balances mainly comprise entities previously cleared as dormant which were reinstated.

23 RELATED PARTIES

Due to the nature of the University's operations and the composition of its Council (being drawn from public and private sector organisations) it is possible that transactions will take place with organisations in which a member of Council may have an interest. All transactions involving organisations in which a member of Council may have an interest are conducted at arms length and in accordance with the University's regulations and normal procurement procedures. The Department of Higher Education and Training is a related party and transactions with them comprise various subsidies and grants received amounting to R858,316,523 (2014: R794,326,725).

None of the University's Council Members declared having business interest with the University.

24. GOVERNMENT GRANT RELATING TO ASSETS

According to IAS 20 Accounting for Government Grants and Disclosure of Government Assistance, Government grants related to assets shall be recognised as income over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. The deferred revenue will be recognised as income on a systematic and rational basis over the useful life of the assets.

	ZAR 2015	ZAR 2014
At 1 January	579 860 105	448 194 800
Received during the year	17 488 913	138 908 613
Recognised during the year	(11 184 631)	(7 243 308)
At 31 December	586 164 387	579 860 105
Total Government Grant relating to assets	586 164 387	579 860 105
Current portion	25 199 294	19 028 244
Long term portion	560 965 093	560 831 861

25 NOTES TO THE CASH FLOW STATEMENT

25.1 Net surplus before interest and dividends

	Notes	ZAR 2015	ZAR 2014
Net surplus/(deficit) from			
Council controlled funds		20 979 483	95 229 778
Restricted use funds		114 829 806	92 152 034
		(5 983 645)	(7 017 629)
		129 825 644	180 364 183
Consolidated net surplus for the year			
Separately disclosable items		(68 353 924)	(58 854 209)
Interest received	16	(73 128 691)	(56 609 179)
Interest earned and reinvested	16	(436 801)	(504 734)
Dividends received	16	(10 319 490)	(7 320 727)
Finance costs	19	15 531 058	5 580 431
Net surplus before interest and dividends		61 471 720	121 509 974

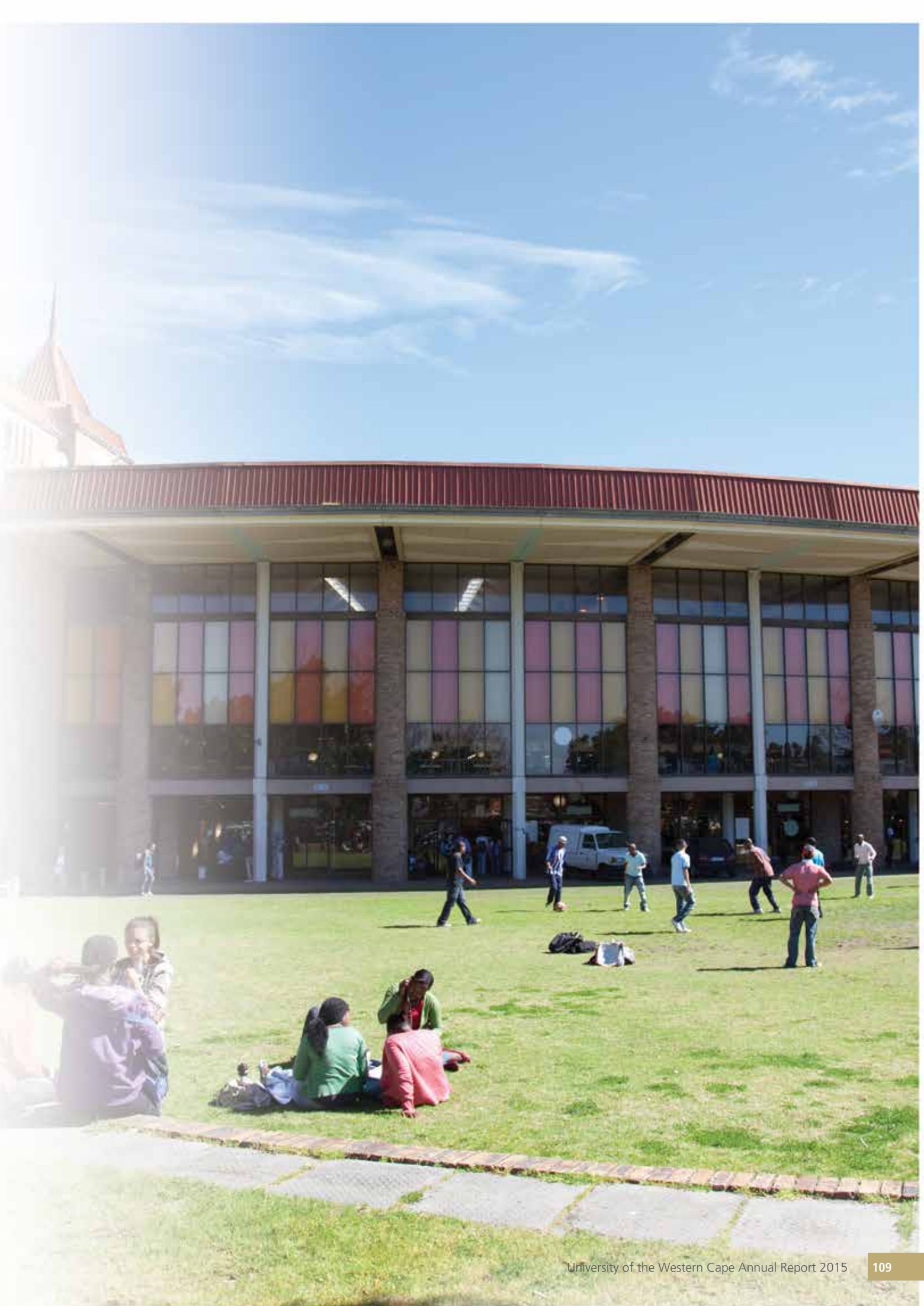
25.2 Cash, bank and cash equivalents

	Notes	ZAR 2015	ZAR 2014
Cash at bank and on hand		514 415 883	676 696 157
Short term bank deposits		13 844 690	26 602 234
		528 260 573	703 298 391

At 31 December 2015 the University had available R86,650,000 (2014: R77,000,000) of undrawn committed facilities in respect of which all conditions precedent had been met.

26. EVENTS AFTER THE REPORTING PERIOD

There were no matters or circumstances arising since the end of the financial year that will have a significant impact on the financial statements.



COMPOSITION, MEMBERSHIP AND ATTENDANCE OF KEY COMMITTEES (31 DECEMBER 2015)

ANNEXURE 1: COMPOSITION AND MEMBERSHIP OF THE COUNCIL OF THE UNIVERSITY OF THE WESTERN CAPE

In accordance with the Institutional Statute, membership comprises of the following categories:

The Rector and Vice-Rectors

Prof Tyrone Pretorius
Prof Vivienne Lawack
Prof Frans Swanepoel
Prof Mokgadi Moletsane (Acting) - (Term started 22 February 2015 ended 30 November 2015)
Prof Pamela Dube (Term started 1 December 2015)

Five persons appointed by the Minister of Education

Ms Xoliswa Bam
Mr Onkgopotse Tabane
Mr Zamayedwa Sogayise
Mr Bhekinkosi Mvovo
Dr Raymond Patel

Two members of Senate

Prof Emmanuel Iwuoha
Prof Priscilla Baker

One academic employee

Prof Lorna Holtman

One non-academic employee

Mr Mahmud Mohamed

Two registered students

From October 2014:

Mr V Sokhaba (SRC President from October 2014 until September 2015)
Ms Akhona Landu

From October 2015:

Ms Akhona Landu (SRC President from October 2015 until September 2016)
Mr Unati Sigodi

Two Donors

Mr Ismail Matthews
Mr Michael Jackson (Term started 1 July 2012 and the member resigned 2 February 2015)
Ms Karen Barry (Term started 1 July 2012 and the member resigned 19 June 2015)

One member of the City of Cape Town

Cll Antonio Van der Rheeде

Two persons elected by Convocation

Mr Brian Williams (Suspended 26 November 2015)
Mr Songezo Maqula (Suspended 26 November 2015)

One member of organised business in the Western Cape

Mr Oscar Solomons

One member of organised business in South Africa

Mr Mthunzi Mdwaba

One member of organised labour in South Africa

Mr Koos Bezuidenhout

One member of organised labour in the Western Cape

Mr Manene Samela

One person designated by the Premier of the Western Cape

Dr Leon Van Rensburg (Term ended 17 March 2014)
Adv. Nazreen Bawa (Term started 9 April 2015)

A minimum of four and a maximum of six additional members

Mr Michael Abel
Dr Anwah Nagia (Term ended 18 June 2015)
Ms Gayle Kaylor (Vice-Chairperson) (Term started 19 June 2012 and the member resigned 13 May 2015)
Mr Khaya Somdyala (Term ended 30 June 2015)
Mr John Matthews (Term ended 17 October 2015)
Mr Lyndon Barends (Term started 1 September 2015)
Ms Hlokammoni Grathel Motau (Term started 1 December 2015)
Ms Yasmin Forbes (Term started 1 December 2015)
Ms Alayne Reesberg (Term started 1 December 2015)

COMPOSITION AND MEMBERSHIP OF THE AUDIT AND RISK COMMITTEE OF THE UNIVERSITY OF THE WESTERN CAPE WITH MEMBERS' HIGHEST QUALIFICATIONS

In accordance with the Institutional Statute, membership comprises of the following categories:

Three (3) members of Council

Ms Karen Barry	Resigned 19 June 2015
Mr Michael Jackson	Resigned 2 February 2015
Ms Xoliswa Bam	MBA (Management College of South Africa)
Dr Raymond Patel	PhD (University of the Free State)
Mr Ismail Matthews	BSc (Hons) (University of the Western Cape)

Three independent members – not in the employ of UWC

Mr Vincent Botto: LLM (University of the Western Cape); MPA (Harvard University)

Mr Kariem Hoosain Chartered Accountant (SAICA); MBA (Stellenbosch University)

Vacant

COMPOSITION AND MEMBERSHIP OF THE FINANCE COMMITTEE OF THE UNIVERSITY OF THE WESTERN CAPE

In accordance with the Institutional Statute, membership comprises of the following categories:

The Rector

Prof Tyrone Pretorius

The Vice-Rectors

Prof Vivienne Lawack
 Prof Frans Swanepoel
 Prof Mokgadi Moletsane (Acting) - (Term ended 31 November 2015)

The Executive Director: Finance and Services

Mr Manie Regal

An additional member of the Management Committee

Ms Amanda Glaeser

One Dean designated annually by the Executive Committee of Senate

Prof Yusuf Osman

The Dean of Research

Vacant

Two members of Senate

Prof Leon Loxton
 Prof DJ Visser

A minimum of two and a maximum of four members of Council

Mr John Matthews
 Mr Onkgopotse Tabane
 Mr Zamayedwa Sogayise
 Vacant

COMPOSITION AND MEMBERSHIP OF THE INSTITUTIONAL FORUM OF THE UNIVERSITY OF THE WESTERN CAPE, 2014

In accordance with the Institutional Statute, membership comprises of the following categories:

Three representatives of the Management

Prof Vivienne Lawack
 Prof David Fisher (Acting) - (Term ended March 2015)
 Prof Mokgadi Moletsane (Acting) (Term started April 2015)
 Ms Amanda Glaeser
 Prof Pamela Dube (Term started 1 December 2015)

Three representatives of the Senate

Dr Birgit Schreiber
 Prof Ciraj Rassool
 Prof Brian Van Wyk

Three representatives of Council

Mr Bhekinkosi Mvovo
 Mr Koos Bezuidenhout
 Ms Xoliswa Bam

Three representatives of the academic employees elected by an organisation representing such employees

Prof Priscilla Baker
 Prof Lorna Holtman
 Prof Burtram Fielding

Three representatives of the non- academic employees elected by an organisation representing such employees

Mr Cedric Claasen (Term ended August 2015)
 Ms Winnifred Roos (Term ended June 2015)
 Mr Mahmud Mohamed (Term ended June 2015)
 Ms Lucille Teegler (Term started July 2015)
 Mr Jerome Simmery (Term started July 2015)
 Ms Lucille Teegler (Term ended August 2015)
 Mr Jerome Simmery (Term ended August 2015)

Three representatives of the students elected by the Student Representative Council

Mr V Sokhaba (Term ended October 2015)
 Mr L Mandyoli (Term ended October 2015)
 Ms Akhona Landu (Term ended October 2015)
 Ms Akhona Landu (SRC President - Term started October 2015)
 Mr Unati Sigodi (Term started October 2015)
 Ms Lukhanyiso Matebese (Term started October 2015)

A maximum of four persons not being in the employ of the University

Not appointed

ANNEXURE 2: ATTENDANCE OF BY COUNCILLORS OF COUNCIL, FINANCE AND AUDIT & RISK COMMITTEE MEETINGS

COUNCILLOR	COUNCIL: 6 meetings	FINANCE: 5 meetings	AUDIT AND RISK: 5 meetings
1. Prof Tyrone Pretorius	6 out of 6	4 out of 4	
2. Prof Vivienne Lawack	6 out of 6	2 out of 3	
3. Prof Frans Swanepoel	4 out of 6	1 out of 3	
4. Prof Mokgade Moletsane (Acting DVC: SDS)	5 out of 5	2 out of 3	
5. Ms Xoliswa Bam	5 out of 6	1 out of 1*	5 out of 5
6. Mr Onkgopotse Tabane	6 out of 6	2 out of 4	1 out of 1*
7. Mr Zamayedwa Sogayise	5 out of 6	3 out of 4	1 out of 1*
8. Mr Bhekinkosi Mvovo	4 out of 6		
9. Dr Raymond Patel	5 out of 6	1 out of 1*	2 out of 4
10. Prof Emmanuel Iwuoha	4 out of 6		
11. Prof Priscilla Baker	4 out of 6		
12. Prof Lorna Holtman	6 out of 6		
13. Mr Mahmud Mohamed	6 out of 6		
14. Mr Vuyani Sokhaba (SRC President) Term ended Oct 2015	4 out of 5		
15. Ms Akhona Landu Term ended Oct 2015	3 out of 5		
16. Ms Akhona Landu (SRC President) Term started October 2015	1 out of 1		
17. Mr Unathi Sigodi Term started October 2015	1 out of 1		
18. Ms Karen Barry	0 out of 3		0 out of 2
19. Mr Ismail Matthews	1 out of 2		2 out of 2
20. CLL Antonio Van der Rheede	3 out of 6		
21. Mr Oscar Solomons	3 out of 6		
22. Mr Mthunzi Mdwaba	6 out of 6		
23. Mr Manene Samela	4 out of 6		
24. Mr Koos Bezuidenhout	3 out of 6		
25. Dr Leon van Rensburg	0 out of 1		
26. Adv Nazreen Bawa	4 out of 5		
27. Mr Brian Williams	6 out of 6		
28. Mr Songeqo Maqula	6 out of 6		
29. Ms Gayle Kaylor (Vice-Chairperson)	0 out of 3		
30. Dr Anwah Nagia	2 out of 3		
32. Mr Michael Abel	3 out of 6		
33. Mr Khaya Somdyala	3 out of 4		
34. Mr John Matthews	3 out of 5	4 out of 4	1 out of 1*
35. Mr Lyndon Barends	1 out of 1		

*The annual Joint Finance and Audit & Risk committee meeting

ANNEXURE 3: LIST OF COUNCIL SUB-COMMITTEES AND JOINT COUNCIL AND SENATE COMMITTEES

Council Committees:

- Audit and Risk Committee
- Executive Committee of Council
- Finance Committee
- Membership Committee
- Remuneration and Conditions of Employment Committee
- Senior Appointments Committee
- Senior Professor Status Committee
- Tender Committee
- Human Resources Committee
- Safety, Health and Environmental Risk Committee

Joint Council and Senate Committees:

- Honorary Degrees Committee
- Enterprise Architecture and Information Systems Committee
- Joint Appointments and Promotions Committee of Senate and Council
- Student Development and Support Services Committee



NOTES

NOTES

NOTES



UNIVERSITY *of the*
WESTERN CAPE