



UNIVERSITY OF CAPE TOWN – June 2000 to June 2008

– *A report on institutional development* –





Contents

Introduction by the Vice-Chancellor and Principal	2
1. Building coherence	4
2. Response to HIV/AIDS	13
3. Teaching and learning	19
4. Research	30
5. Transformation and employment equity	44
6. Student life	62
7. Developing and improving the UCT plant	69
8. Financial sustainability	77
Conclusion	79
University of Cape Town Mission Statement	80

Introduction by the Vice-Chancellor and Principal (2000 – 2008)

The University of Cape Town will soon celebrate its 180th anniversary. This is a great achievement in itself. This pending milestone is all the more phenomenal if one stops to consider the output that has flowed from the halls of this institution since its inception, and the generations of graduates that have gone on to make meaningful contributions in society.

I have been privileged to serve as the Vice-Chancellor and Principal of this institution for eight of those years, from June 2000 to June 2008, a small portion when considering the time frame of UCT's history. It has been a privilege to have played a leadership role during a time of considerable change and adaptation in South Africa's first decade of democracy, and now in its second.

This report is a reflection on the past eight years of institutional development – our strategic successes and most pressing remaining challenges. As a new leadership arrives, the institutional memory consolidated in this report may serve as a vital vehicle for continuity and setting the direction for future institutional endeavours.

Early in my tenure I established what came to be known as the Senior Leadership Group (SLG) comprising some twenty-three budget holders. These included the Vice-Chancellor, Deputy Vice-Chancellors, Deans of Faculty, Executive Directors, and the Registrar. The objective behind it was to work towards a flatter leadership structure whose effectiveness would depend on team involvement in developing the focus of my tenure and a shared understanding of the processes and responsibilities for achieving rigorously identified goals. High trust levels were achieved and made for a freer flow of information and strong decision-making.

Eight years later, at the review workshop of the University Strategy Forum, in which the SLG is fully represented, we grappled with the notion of transformation as the enhancement of institutional capability. It involves the rigorous sustainability of creative effort carried on a wave of institutional momentum. I believe we got pretty close to such a momentum.

There have been four major phases of strengthening institutional capability. First was the initial focus on achieving leadership coherence. A major step in this regard was the establishment of the Senior Leadership Group. A key success of this phase was the approval by Senate and Council of what came to be known as Vision 2001 and Beyond (or the Ten-Point Plan) which spelt out ten goals for my tenure. These covered “growing UCT's global profile, consolidating its research identity, securing long-term financial stability, creating a rich student experience, consolidating UCT's position with the national system of higher education, giving strong effect to UCT's policy on HIV/AIDS, and strengthening collaborative relationships in the Western Cape with sister institutions and the provincial and local governments.”

The second phase involved strategy development, from which emerged five strategic guides for action intended to give further direction and focus to the Ten-Point Plan, and steered UCT towards being:

- a transforming institution
- a research-led university



- a medium-sized, contact university
- a comprehensive university that is able from time to time to select areas of focus and deploy resources accordingly
- globally active while strongly grounded and involved at home.

These guides for action, emerging out of a strong leadership team-building process, were to shape events and inform the ongoing transformation of the University over the next eight years. Much of this took the form of policy-making in such areas as staff and student equity, admissions, teaching and learning, physical planning, financial aid, UCT's Programme and Qualification Mix, internationalisation, and the building of strong fiscal discipline.

The third phase saw a great deal of implementation guided by seven strategic objectives, which were:

- advancing transformation in student and staff profiles and institutional culture
- improving the quality of teaching and learning
- strengthening and renewing human capital and infrastructure
- improving research outcomes by selecting signal themes and centres of excellence
- strengthening and widening continuing professional education, thereby establishing a sustainable source of additional income
- achieving sustainable financial stability
- responding to HIV/AIDS.

Last was an 18-month phase of consolidation, known as Living Transformation, with a special focus on institutional culture. Its goals were to turn soft transformation goals (values, relationships) into a living institutional reality. Its aim was to:

- deepen transformation through a specific focus on institutional culture
- revisit UCT's mission and vision
- achieve financial sustainability
- look at the institutional practices that are shaped in the teaching, learning and research environments
- strengthen the University's alumni community.

The combination of these four phases has given us a much more cohesive, responsive, stable, and innovating institution, with an enhanced capability to respond to numerous global, continental, national, and internal institutional pressures.

It has been a most stimulating journey for me at UCT over the past eight years, which has been the opportunity of a lifetime. I am honoured and grateful to have been able to contribute to the work of so many others in the long life of a remarkable institution. It was an institutional effort that involved the entire UCT network: the Senior Leadership Group, the Senate, the University Council, the Student Representative Council, the Institutional Forum, academic, professional and support staff, many former students of UCT to be found in every part of the world exercising leadership, the range of staff and student organisations, our international fundraising offices, and benefactors both local and international.

The book that is UCT has many more blank pages to be written on. I am certain that the thrill of writing it will continue to energise this institution well into the future.

Professor Njabulo S Ndebele

June 2008

2. Building Coherence

In the early months of 2001, as Vision 2001 and Beyond became a key discussion around campus, I launched a parallel process with a particular focus on sharpening governance structures.

I envisaged a leadership framework enabling us to engage on key issues in an environment of trust, developing over time and allowing for robust discussion, diverse participation, strengthened focus and working to a result of collective decisions that propels the University forward.

UCT is a multi-complex institution and I felt that the importance of a collective leadership that was creative, accountable and impactful was not to be underestimated. What has energised me is the belief that the key challenge of the early years of our new democracy was to establish and consolidate strong institutions. Universities were to be seen alongside the judiciary, Parliament, the three tiers of government, the public service, the schooling system and a range of other public institutions. Such leadership would not only contribute to building a stronger and more socially responsive institution, but could ultimately contribute to nation-building as an exemplar of moral, ethical and impartial stewardship.

The Senior Leadership Group (SLG)

Building the SLG into a team took the better part of a two-year formative period during which we met every two months for a day of strategic conversations and scenario-making at the Graduate School of Business. At our first meeting in early 2001 it was agreed that the SLG's main goal and responsibility was to establish an ethos of shared and distributed leadership in a modern context. As members we also accepted the shared accountability for delivery against the strategic plan, and for driving it through rigorous consultation across the institution.

The SLG continued its work throughout the rest of my tenure, meeting regularly on campus and also on a number of occasions during two-day off-campus workshops. Although it was not an official UCT body, my colleagues and I believe the SLG made a significant contribution to developing strategic direction, efficient functioning and organisational health of the University. A sign of the maturity of the SLG was when its constituent parts felt, almost at the same time, the need to pursue respective sector interests. This was a measure of the high trust levels that had been achieved.

Main elements: Vision 2001 and beyond

- growing UCT's global profile
- focusing on building relationships in Africa
- consolidating UCT's research identity
- committing to innovation and profiting from research
- positioning UCT firmly within the HE sector
- building a diverse and high quality academic staff profile
- creating a rich student experience
- effecting the AIMS implementations
- securing long-term financial stability for UCT
- giving effect to the UCT policy on HIV/AIDS
- committing to the Western Cape and developing collaborative initiatives.

2000

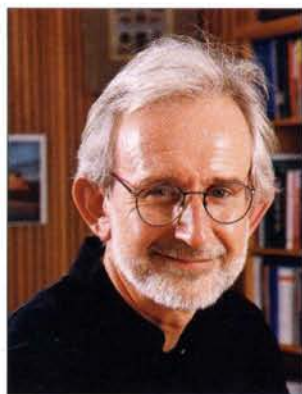
Professor Njabulo S. Ndebele, eighth vice-chancellor, takes office. Under his vice-chancellorship, UCT responds to, among other things, the government's National Plan for Higher Education by compiling the required Programme and Qualification Mix around nine strategic areas: biotechnology, environmental studies, development-directed social science, information and communications technology, peoples' health, film and new media, entrepreneurship, performing arts, and science and maths education.



UCT completes a R70-million upgrade of core facilities on the upper campus with the official opening of the new library complex. The upgrade provides new facilities for Student Services and access to more than 600 additional computers across the campus, as well as extra space for the fast-growing Commerce and Engineering & the Built Environment faculties.

Current Senior Leadership Group

Name	Faculty/Department	Job title	Appointment start date	Appointment end date
Professor NS Ndebele	Office of the Vice-Chancellor	Vice-Chancellor	1 July 2000	30 June 2008
Professor M West	Office of the Vice-Chancellor	Vice Principal & Deputy Vice Chancellor	1 May 1991	To present
Professor MJ Hall	Office of the Vice-Chancellor	Deputy Vice-Chancellor	1 July 2002	To present
Professor T Nhlapho	Office of the Vice-Chancellor	Deputy Vice-Chancellor	1 August 2004	To present
Professor FW Petersen	Faculty of Engineering & Built Environment	Dean	1 April 2008	To present
Professor MD Ayogu	Faculty of Commerce	Dean	1 November 2006	To present
Professor MP Ensor	Faculty of Humanities	Dean	1 July 2004	To present
Professor HM Corder	Faculty of Law	Dean	1 January 2000	To present
Assoc Professor N Yeld	Centre for Higher Education Development	Dean	1 July 2003	To present
Professor K Driver	Faculty of Science	Dean	1 January 2006	To present
Professor M Jacobs	Faculty of Health Sciences	Dean	1 February 2006	To present
Professor FM Horwitz	Graduate School of Business	Director	1 April 2004	To present
Mr D van Eeden	Human Resources	Executive Director	30 July 2001	To present
Professor E Uliana	Finance	Executive Director	1 January 2000	To present
Ms G Kruger	Communication and Marketing	Executive Director	1 December 1999	To present
Ms JG Rapp	University Libraries	Executive Director	1 June 1998	To present
Ms MBM Khan	Student Affairs	Executive Director	1 March 2005	To present
Mr JW Critien	Properties and Services	Executive Director	1 December 2001	To present
Ms JS Favish	Institutional Planning	Director	1 March 2003	To present
Dr J McNamara	Development and Alumni Affairs	Executive Director	1 April 2006	To present
Mr HT Amooore	Office of the Registrar	Registrar	1 January 1987	To present



Deputy Vice-Chancellors, from left to right: Prof Martin West, Prof Martin Hall, Prof Thandabantu Nhlapho and Prof Cheryl de la Rey. Prof Danie Visser and Prof Cyril O'Connor took up acting DVC positions in 2008.

The Upper Campus Project was completed during this year, thanks to the generosity and foresight of many corporate and individual donors who collectively contributed R70 million to the project. A key feature of the campaign was a Challenge Grant provided by the US-based Kresge Foundation – at the time this was the largest grant given to a university outside of the US.



Established in 2000, the UCT Unilever Institute of Strategic Marketing is a non-profit organisation based at UCT's School of Management Studies and is funded by the Unilever Foundation for Education and Development. Since its inception the Institute has built up a solid reputation in the marketing industry as one of the foremost research think-tanks and knowledge generators in South Africa.

2000



Current serving Deans,
clockwise from top left:
Prof Melvin Ayogu (Commerce)
Prof Francis Petersen (EBE)
Prof Marion Jacobs (Health
Sciences)
Prof Paula Ensor (Humanities)
Prof Hugh Corder (Law)
Prof Kathy Driver (Science)
Prof Frank Horwitz (Director:
GSB)

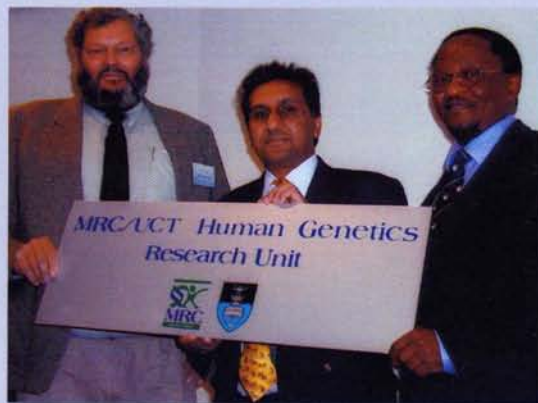
The Deputy Vice-Chancellors and I had our own executive forum known as the Office of the Vice-Chancellor (the OVC), through which we monitored closely the implementation of the University strategy. The administrative arm of the OVC was the Vice-Chancellor's Advisory Management Group, consisting of the Vice-Chancellor, Deputy Vice-Chancellors, Executive Directors for Finance, Human Resources, Development and Alumni Affairs, and Communication and Marketing, the Registrar, and the Manager of the Vice-Chancellor's Office. This group met weekly to assist me to take decisions on many matters that come before me. The Deans and

Institutional Forum co-chairs, representing executive, staff and students

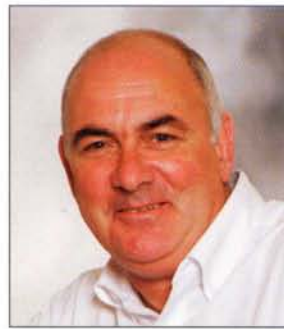
2001 Assoc Prof Denise White Prof Dan Ncayiyana/ Prof Martin West Ms Nomthy Malevu	2002 Ms Vicki Scholtz Prof Martin West Ms Mhlali Gqada	2003 Prof Cheryl de la Rey Ms Vicki Scholtz Mr Ofentse Masisi	2004 Prof C de la Rey Mr D Phitot Ms V Scholtz Mr S Mbambo (Acting)
2005 Prof T Nhlapo Ms V Scholtz Ms A Africa	2006 Prof MJ Hall Ms V Scholtz Ms P Phomane	2007 Mr H Kleinbooi Ms L Gwayi Prof T Nhlapo	2008 Mr H Kleinbooi Prof T Nhlapo Ms T Christian

2000

The Medical Research Council opened two more research units at UCT - the MRC/UCT Imaging Research Unit and the MRC/UCT Immunology of Infectious Diseases Research Unit.



The Centre for Actuarial Research (CARE) and the Centre for Social Science Research (CSSR) were established in 2000. Based in the Faculty of Commerce, CARE's objective is to promote research and developing expertise in areas of the national economy where actuaries can add value, while the CSSR is an interdisciplinary research centre dedicated to systematic social science in the public interest.



Clockwise from top left: Mr HT Amooore (Registrar) and current Executive Directors Mr JW Critien, Ms MBM Khan, Ms G Kruger, Dr J McNamara, Mr D Van Eeden, Professor E Uliana, Ms JG Rapp

the Executive Directors had their respective forums. Many matters arising from these forums were fed into the formal structures of the University. In equal measure, the diversity of the SLG increased significantly over the years, enriching team perspectives considerably.

Academic Heads of Department (HoDs)

In October 2001 I convened a two-day conference with the HoDs. It was an historic occasion through which I sought to extend the leadership horizon through a stronger line between academic leadership and the strategic goals of the University. Since then, the HoD workshop has been held annually.

Institutional Forum

The Institutional Forum is a statutory body set up by the Higher Education Act 101 (1998) to advise Council on institutional culture, race and gender equity and conflict mediation and resolution. The Forum has one annual extended Institutional Forum meeting in which broad issues of transformation beyond the statutory advice to Council are engaged with. This enables the Institutional Forum to bring very broad perspectives to their statutory functions. The Forum consists of members and alternate members elected or appointed by the Council, the Senate and the Vice-Chancellor, members and alternate members elected by the recognised staff bodies, and members and alternate members elected by the Students Representative Council.

The GSB gained European Quality Improvement System (EQUIS) accreditation, benchmarking UCT's Graduate School of Business against best international practice in 2000.



Mr Harry Oppenheimer, the fourth UCT Chancellor, passed away in August 2000. As titular head of the University for three decades, Chancellor Oppenheimer was UCT's longest serving chancellor. His enormous generosity can still be seen in many aspects of University life, including the Chancellor Oppenheimer Library which opened in the year of his death.

2000

Former Deputy Vice-Chancellors who served during my tenure

Professor W Gevers	Senior Deputy Vice-Chancellor	1 January 1992	31 December 2002
Dr B Khotseng	Deputy Vice-Chancellor	1 February 2003	30 November 2003
Professor C M De la Rey	Deputy Vice-Chancellor	1 July 2002	31 May 2008
Professor S Sibisi	Deputy Vice-Chancellor	1 January 2000	31 March 2001
Professor D Ncayiyana	Deputy Vice-Chancellor	1 September 1996	31 December 2001

Former Deans who served in the Senior Leadership Group during my tenure

Professor CT O'Connor	Faculty of Engineering	Dean	1 January 1999	31 March 2008
Professor D Pitt	Faculty of Commerce	Dean	1 May 2001	31 December 2005
Professor W James	Faculty of Humanities	Dean	1 January 1999	31 March 2001
Professor R Cohen	Faculty of Humanities	Dean	1 April 2001	31 December 2003
Professor BD Reddy	Faculty of Science	Dean	1 January 1999	31 December 2005
Professor GN Padayachee	Faculty of Health Sciences	Dean	1 January 1999	31 December 2004
Professor NS Segal	Graduate School of Business	Director	1 January 1999	31 December 2003
Dr L Kaunda	Student Affairs	Dean	1 January 1999	31 March 2004

Former Directors who served in the Senior Leadership Group during my tenure

Mr PN Naicker	ICTS	Executive Director	1 August 2001	To present
Dr ED Malaza	Institutional Planning	Director	1 March 2000	31 December 2002
Professor A Sillen	Development	Executive Director	1 January 1998	17 August 2001

UCT Council 1999 – 2004 Chair and Deputy-Chair



Tony Farr (Chair)



Mary Burton (Deputy-Chair)

UCT Council 2004 – 2008 Chair and Deputy-Chair



Geoff Budlender (Chair)



Trevor Pieterse (Deputy-Chair)

2000

UCT revised and expanded on its approach to the possible impact of the HIV/AIDS pandemic on the University community. The University Council and Senate approved the approach recommended in a policy document prepared by an ad hoc inter-faculty working group led by Professor Martin Hall, Dean of Higher Education Development.



The Graduate School of Business continued its contributions to management training in Africa when it put 61 senior managers from three World Bank agencies through their paces at its Waterfront location. The International Finance Corporation, the African Project Development Facility and the African Management Services Company, are involved in the provision of assistance and finance to small, medium and emerging businesses throughout Africa.

Professional Administrative Support Staff (PASS) Forum

A non-statutory management body, the PASS Forum constituted one of the most important communication lines within UCT, and was designed to have institution-wide impact in terms of shared information and its commitment to advancing institutional integrity. Key PASS management and staff meet on a monthly basis to learn about and discuss a wide range of University-related issues, and then disseminate this information within their departments.

Senate and Council

It is my impression that the level and intensity of debate in Senate, a huge body, have increased significantly over the last eight years. UCT's admissions and equity policies occasioned a great deal of debate. The University Council, by its very nature, is a multi-stakeholder body made up of remarkable individuals. Council decided to devote a two-day annual retreat to engage with strategic matters facing the University. It was a considered effort on the Council's part to deepen its role in the strategic and governance leadership of the University. The various leadership segments of the University can be seen to be connected through lines of shared commitments contributing significantly to the enhancement of the institutional capability to achieve its goals.

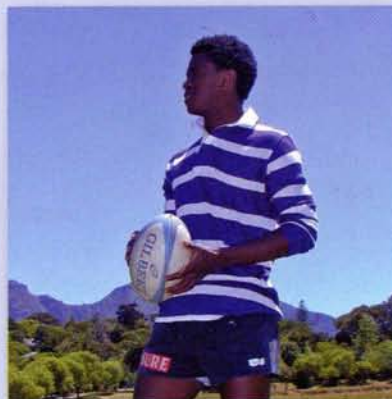
As I take my leave in mid-2008, I also pay tribute to the invaluable contribution made by the Students Representative Council. It seems clear that the UCT Council, key governance bodies, the SRC and the key senior leadership positions at UCT all reflect significant transformation and that these official bodies are well positioned to continue steering our diverse and sometimes complex community into the future.



UCT Council 2000 – 2004* / 2004 – 2008^o

- Back Row (LTR):** Dr LF Platzky^o, Prof ME West^o, Mr S Mbambo^o, Councillor O Kinahan^o, Mr VP Khanyile^o, Prof DG Aschman^o, Mr N Miti^o, Mr A Mboweni^o, Prof J Terblanche^o, Mr T Monyatsi^o, Mr AC Serote^o, Prof T Nhlapo^o, Prof A Fataar^o, Prof CM de la Rey^o, Prof B Mayosi^o, Ms D Budlender^o
- Front Row (LTR):** Dr J Kane-Berman^o, Dr AW Barday^o, Mr EPH Bieber^o, Mrs MM Burton^o, Mr AZ Farr^o (Chair: 2000-2004), Prof NS Ndebele^o (Vice-Chancellor), Mr GM Budlender^o (Chair: 2004-2008), Mr TD Petersen^o, Mr RB Rosenthal^o, Ms V Doo^o
- Not Present:** Prof G Finchilescu, Prof PI Folb, Mr JJ Gauntlett, Ms P Govender, Mr G Griffin, Prof MJ Hall, Prof ST Harrison, Ms R Kadalie, Prof ER Kalula, Councillor JD Landingwe, Father M Lapsley, Mr PSG Leon, Prof J Mekwa, Mr C Nissen, Mr E Patel, Prof BD Reddy, Ms L Shackleton, Mr CF Sonn, Mr M Thompson, Prof CL Vaughan, Dr HM Wesso

Sakekile Gqeba, head prefect at Wynberg Boys' High School, became the first student wooed to UCT through the new Rugby Football Club Trust Fund Bursary. Gqeba went on to play in both the UCT and Western Province senior teams.



The then Japanese Ambassador to South Africa, Ambassador Sezaki, visited UCT in September to meet some of the students who had benefited from bursaries funded by the Japanese government over the last 12 years. UCT has had a long-standing relationship with the Japanese Government which, since 1987, has donated money to UCT via the African Educational Trust to fund bursaries at the University.

2000

10 POINT PLAN

1. GROWING A GLOBAL PROFILE
2. CONSOLIDATING OUR RESEARCH IDENTITY
3. BENEFITING FROM RESEARCH
4. POSITIONING UCT WITHIN THE SIZE AND SHAPE
5. BUILDING A DIVERSE STAFF PROFILE / CREATING A FULFILLING WORK ENVIRONMENT
6. CREATING A RICH STUDENT EXPERIENCE
7. EFFECTIVE AIMS IMPLEMENTATION, PARTICULARLY ODG
8. SECURING FINANCIAL STABILITY FOR UCT
9. GIVING EFFECT TO UCT'S HIV/AIDS POLICY
10. COMMITTING TO THE WESTERN CAPE

5 ACTION GUIDES

1. ADVANCING TRANSFORMATION IN STUDENT AND STAFF PROFILES
2. IMPROVING RESEARCH OUTCOMES
3. IMPROVING THE QUALITY OF TEACHING AND LEARNING
4. CONSOLIDATING THE UNIVERSITY'S ROLE IN ECONOMIC AND SOCIAL DEVELOPMENT
5. STRENGTHENING AND RENEWING HUMAN CAPITAL AND INFRASTRUCTURE

The Living Transformation document

The Senior Leadership Group developed the Living Transformation Plan in 2006. This coincided with the start of my second term of office. The Living Transformation document developed from the consultative discussions that took place at the Lekgotla and the Senate Meeting of 5 and 17 August 2005, respectively. The objective of the document was to seek ways of making transformation a reality – to really live it on campus. The Living Transformation plan was built around the University strategic objectives, as listed on page 11. But the aim was, among other things, to:

- deepen transformation
- revisit UCT's vision and mission
- achieve financial sustainability
- look at the institutional practices that are shaped in the teaching, learning and research environments
- change the academic staff profile
- strengthen the University's alumni community.

We were always conscious that the targets set in these approaches and documents had to be delivered in a wider framework. It was deemed imperative that our journey extended the institutional borders to reach a regional, national, continental, and global context.

It was always extremely important – it was indeed the designed purpose – that the overarching strategy would serve as a catalyst for change in the institution through empowering people to unleash creativity and innovation and in the process raise the productivity as well as the responsiveness of the institution.

It was always extremely important – it was indeed the designed purpose – that the over-arching strategy would serve as a catalyst for change in the institution through empowering people to unleash creativity and innovation and in the process raise the productivity as well as the responsiveness of the institution.

2001

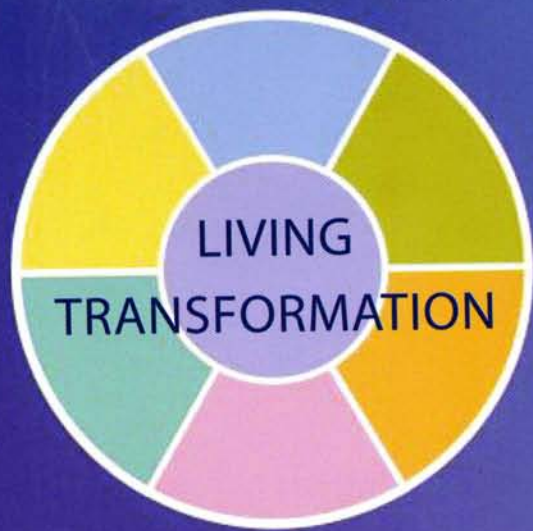
The Oliver Tambo Moot Court was established in the Kramer Law Building in 2001, becoming a tangible demonstration of the University's commitment to the transformation of personnel, physical space and teaching resources. The Court was formally opened by the late Dr Tambo's son, Mr Dali Tambo.



Professor Njabulo Ndebele delivered the first Steve Biko Memorial Lecture in the Jameson Hall. The lecture, entitled 'Iph'Indela? Finding our way into the future', was organised by the Steve Biko Foundation, a non-profit organisation founded in 2000 to honour the legacy of the black consciousness leader.

7 STRATEGY OBJECTIVES

1. DEEPENING TRANSFORMATION
2. STRENGTHENING THE SENIOR LEADERSHIP GROUP
3. ACHIEVING FINANCIAL SUSTAINABILITY
4. REVISITING OUR VISION AND MISSION
5. STRENGTHENING THE UCT ALUMNI COMMUNITY
6. CHANGING THE ACADEMIC STAFF PROFILE
7. TEACHING AND LEARNING



LIVING TRANSFORMATION

Deepening Transformation

At the heart of this objective will be policy-driven decisions around the core academic function of the University, through effective co-ordination and the capability to ensure that processes for implementation are rigorously followed.

The Vision and Mission of UCT

The critical question for us to ask is whether our emergent transformative character can be given adequate expression by the current vision and mission and the received legacy of institutional symbols. UCT's institutional history is a formidable legacy. New symbolic expressions of that legacy can only deepen its significance further.

Achieving Financial Sustainability

We must continue to build on our now considerable planning and budgeting capacity which is bringing us closer to realising the operating surpluses we have sought to achieve through the medium-term budget framework so that we could steadily build our endowment and improve our capacity to fund important strategic projects.

Teaching and Learning

What goes on in the lecture-rooms, seminar-rooms, and laboratories is at the heart of the goal of transformation. It is here that institutional practices are handed down as well as challenged by historic change. UCT needs to pay closer attention to the interface in the curriculum between our goal to be a research-led university and the challenges of an enriched teaching and learning environment.

Changing the Academic Staff Profile

It is vital that the goals behind our faculty-based Employment Equity plans be achieved. This will require that the entire executive team works closely together to ensure successful recruitment and retention of new staff from the designated groups.

Strengthening the UCT Alumni Community

We must develop appropriate strategies to sustain and deepen the link between UCT and its diverse alumni that are spread throughout the world.

In February, Nelson Mandela appeared at the Asthma for Africa Congress hosted at UCT. Visiting in his capacity as Patron of the National Asthma Education Programme, the organisation behind the colloquium, Mandela welcomed the delegation of pulmonologists, doctors, nurses, pharmacists, technologists and allergists, representing both the private and public sectors.



The launch of the Institute for Infectious Disease and Molecular Medicine in November represented a new research niche that perfectly positioned UCT's Health Sciences Faculty to become a major player in the SA government's National Biotechnology Strategy.

2001

Internationalisation

UCT as an institution is influenced by the region in which it is situated, but also by factors influencing the national, continental and international arena in which it operates.

A strategic objective set early on in my tenure was to attempt to be impactful in the higher education arena on an international scale with the purpose of developing and improving our offerings in general, in addition to positioning UCT internationally.

Clearly, it must be recognised that almost all activities at UCT are geared towards improving society through relevant research, teaching and social responsiveness initiatives. Many academics are directly involved in scholarly work or consultations that impact higher education and the society we live in.

At the senior leadership level I, various Deputy Vice-Chancellors, Deans and other senior staff members played our part over the eight years through participation in Higher Education associations of which UCT was a member. The table below lists some of the associations at which I represented UCT and which influenced Higher Education matters on the continent and further afield.

Association of Commonwealth Universities (ACU)	
2001 – 2006	ACU Council member
Association of African Universities (AAU)	
2005 – 2009	President of the Board
2001 – 2005	Member of the Executive Board
South African Universities' Vice-Chancellors' Association (SAUVCA)	
2001 – 2005	Chairperson
Higher Education South Africa (HESA)	
2005 – 2007	Executive Committee member
Institute for Democracy in South Africa (IDASA)	
2001	Chairperson of the IDASA Board
The Mandela Rhodes Foundation	
2006 –	Member of the Executive Committee
2003 – 2005	Member of the Finance/Audit/Risk Committee
2001 – 2003	Board member / Founding Trustee

2001

World-renowned academic and intellectual Professor Edward Said addressed a packed auditorium at UCT. Said spoke on the subject of one of his books, *The End of the Peace Process: Oslo and After*. In his talk Said concluded that the only way both Palestinians and Jews could live securely in that country was for each to recognise and accept the existence of one another.



A reconciliation process was launched in the Faculty of Health Sciences in June 2001 with the initiation of research projects that supported the process and gathered information and memories of those at UCT during apartheid, as well as current staff and students. The process culminated in a special Faculty Assembly in May 2002 where a Faculty Declaration to recommit to transformation was adopted.

2. Response to HIV/AIDS

The HIV/AIDS challenge for UCT

As one of South Africa's largest tertiary education institutions, UCT faces a number of issues relating to student health. In 2000, as my tenure began, no other issue in this arena was more pressing than the onslaught of HIV/AIDS, particularly as statistically the student population is the age group that is most vulnerable to this disease.

HIV/AIDS prior to 2000

I was fortunate to join a university that had already begun a programme to address HIV/AIDS on campus. Indeed, UCT was one of the first South African universities to recognise the urgency with which the HIV/AIDS issue needed to be addressed. An initial response was to set up the UCT HIV Education Working Group in the early 1990s. The aim was to address the complex issues arising from the increase in HIV prevalence in South Africa. UCT's first policy on HIV/AIDS was drawn up in 1993 and embodied the principles of voluntary counselling and testing, non-disclosure of results and non-discrimination. In 1994 the position of an HIV/AIDS co-ordinator was created and a peer education programme, the Student HIV/AIDS Resistance Programme (SHARP), was launched. However, as our social and political landscape changed so too did the need for the HIV/AIDS policy to be revised.



In a tribute to the legacy of the late Professor Christiaan Barnard, UCT renamed one of the major buildings on its Health Sciences campus, the SAMIOT Building, after the pioneer surgeon.



The Centre for the Study of Violence and Mental Health opened to research the management of violence and mental health in both victims and offenders.

2001

The UCT HIV/AIDS policy

The UCT Council adopted a comprehensive new institutional HIV/AIDS policy in 2000, which revised and extended the University's approach to the impact of the pandemic on the institution.

The policy refocused UCT's commitment to creating awareness and providing students who were living with HIV with various forms of support. It included a drive to ensure curriculum responsiveness, treatment for members of staff living with HIV, the encouragement of relevant multidisciplinary research, and a move to increase appropriate social responsiveness initiatives.

HIV/AIDS co-ordination on campus: establishing HAICU

Over the years, the UCT HIV/AIDS Unit had grown into a strong prevention, education and support unit on campus and has been recognised as a leader in the Higher Education sector.

In October 2005 the unit, situated within Student Development Services Department, was relocated to the Office of the Vice-Chancellor and renamed HIV/AIDS Co-ordination - UCT (HAICU). The move symbolised our prioritisation of the HIV/AIDS programme but, most importantly, it facilitated improved institution-wide co-ordination.

This move enabled HAICU staff to build student and staff capacity through curriculum, co-curriculum and social responsiveness initiatives – reporting annually to the UCT Council.

The peer education project: AIDS Community Educators

In 2005 HAICU launched a new peer education project entitled AIDS Community Educators (ACEs). This project is modelled on the notion of "Building AIDS-Competent Communities" which is mooted by a world-renowned researcher of HIV/AIDS awareness, Catherine Campbell.

In ACEs' case this entails instilling in secondary-school learners and students at UCT the essential elements that will contribute to the foundations of an AIDS-competent community. The importance of having a sound knowledge base and understanding of HIV and the necessary skills to avoid HIV infection is impressed on learners and the peers of ACEs, who are indeed encouraged to take ownership of the problem, and acquire a sense of responsibility for contributing to the solution.

Tribute must be paid to the ACEs volunteers, who selflessly devote their spare time to empowering others. Their act of service embodies an ethos that UCT endeavours to nurture and which we know makes our students and graduates such tremendous ambassadors for our institution.

Voluntary Counselling and Testing

Awareness development has been a key priority for HAICU. Numerous awareness programmes have been completed, including innovative programmes to address safer sex behaviours, stigma and gender inequality, and the importance of knowing one's status.

Launched early in 2002 as the UCT Medical Centre, the state-of-the-art academic hospital offers private healthcare and serves as a teaching platform for UCT medical students. Initially established in partnership with an international private healthcare company, it later joined forces with Westcare, a local hospital owner and management company, and changed its name to the UCT Private Academic Hospital.



In June, UCT was included in a list of the world's top 23 universities, according to an article that appeared in the *Financial Times* in May. The candidates were chosen by university vice-chancellors according to a list of 10 criteria.

HIV/AIDS FACT FILE

- Worldwide over 6 800 people a day become infected with HIV.
- Worldwide over 5 700 people a day die from AIDS.
- Over 68% of the 2.5 million new infections in 2007 occurred in sub-Saharan Africa.
- 76% of the estimated 2.1 million deaths due to AIDS occurred in sub-Saharan Africa.
- Nearly 61% of all adults living with HIV in sub-Saharan Africa are women.
- Southern Africa accounts for 35% of people living with HIV.
- Southern Africa accounted for 32% of new infections and AIDS deaths in 2007, but there has been a localised reduction in prevalence in specific countries in the region.



Working with the Student Wellness Service (SWS), HAICU ensures that every student has access to free Voluntary Counselling and Testing (VCT). A permanent VCT site has been established at the UCT Sports Centre in addition to ongoing provision at SWS, and VCT drives are regularly organised on the various campuses of UCT.

HIV/AIDS programme for UCT staff

UCT was among the first universities to run a comprehensive HIV/AIDS programme for staff. The Direct AIDS Intervention Programme was established in July 2003 and in 2005 HIV/AIDS became a prescribed minimum benefit, meaning that employees living with HIV no longer have to support the payment for treatment, as it is covered by the risk component of medical aid.

Mapping UCT's HIV/AIDS response

In response to national imperatives HAICU conducted a comprehensive exercise in 2005, mapping HIV/AIDS-related teaching, research, management and outreach activities at UCT and thereby forming an overall impression of UCT's response to HIV/AIDS. This exercise also attempted to benchmark HIV/AIDS initiatives against national and regional criteria. UCT fared well in this mapping exercise, which is now undertaken on an ongoing annual basis.

The UCT Health Sciences Faculty's new Learning Centre was officially launched on 30 May by Maxwell Fuzani, Chief Director of Ministerial Services in the Ministry of Education and a UCT alumnus. The Centre houses five computer laboratories, 20 tutorial rooms and a large state-of-the-art lecture theatre.



In May, in an R8-million transaction, Sasol Ltd and UCT expanded their existing research collaboration by establishing a new Advanced Fuels Research Laboratory within the Department of Mechanical Engineering. The laboratory was set up for the purpose of researching and developing future automotive fuels.

2002

UCT RESEARCH IN THE FIELD OF HIV/AIDS

- The Institute of Infectious Diseases and Molecular Medicine (IIDMM) is undertaking research into diagnostics, multidrug resistance, vaccines, and the relationship between HIV infection and cervical human papilloma virus, as well as TB and other opportunistic infections.
- Located within the IIDMM, the Desmond Tutu HIV Centre has partnered with the Division of Public Health's Infectious Disease Epidemiology Unit (IDEU) to investigate the use of HIV treatment, microbicides and vaccines. The IDEU is also studying the association between HIV and TB, and the use of anti-retroviral therapy (ART) with a focus on adherence and effectiveness.
- Other units within the Division of Public Health are researching other aspects related to HIV and AIDS, including issues concerning equity, human rights and public health, ART treatment, and health in the workplace.
- The Division of Clinical Pharmacology has conducted research into ART and also investigated the link between TB and HIV.
- Their medical colleagues across in the Albertina & Walter Sisulu Institute of Ageing in Africa/Geriatric Medicine are busy researching the impact of the HIV pandemic on the elderly.
- The Faculty of Health Sciences' Adolescent Health Research Unit investigated school-based HIV interventions and sexual behaviour of adolescents.
- The Children's Institute has focused on residential care and school-based HIV interventions.
- Paediatric Infectious Diseases, the Red Cross Children's Hospital and the School of Child and Adolescent Health have conducted studies on child-focused interventions, mainly concerning ART and the link with TB.
- In the Faculty of Humanities, the AIDS and Society Research Unit within the Centre for Social Science Research has produced a range of research and working papers, some focused on issues relating to governance and human rights, with others creating models of the pandemic's impact.
- Also in the Faculty of Humanities, the Centre for Conflict Resolution is researching governmental responses to HIV/AIDS and the effect of the pandemic on the military, while other aspects of the pandemic are being investigated by the School of Education and the Department of Religious Studies.

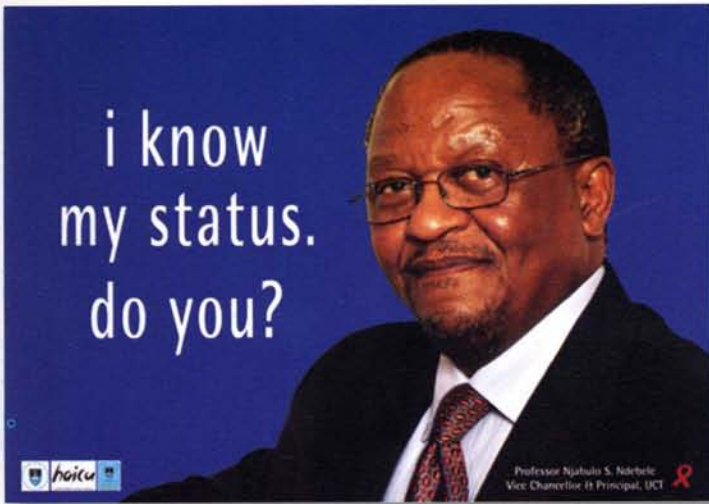


2002

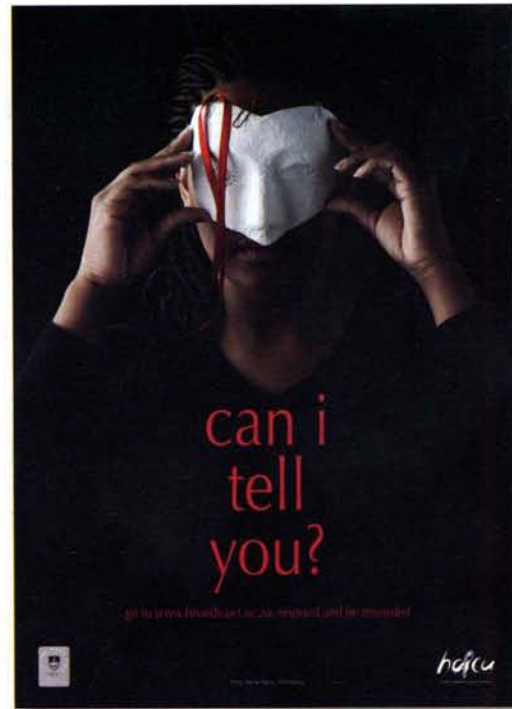
In line with UCT's objective of maintaining world-class standards in health sciences education, a new medical curriculum was introduced in 2002 following an extensive process in which members of the curriculum design team visited some of the world's leading medical schools in order to benchmark the curriculum reform process.



In July it was revealed that the amount of media coverage that UCT's research received was almost double of that of other universities. This was indicated in a comparative analysis of the media coverage generated by UCT and the universities of Pretoria, Stellenbosch, Witwatersrand and Natal.



HIV/AIDS awareness poster campaign



Independent audit of UCT's HIV/AIDS response

An independent audit of our institution's response was documented in late 2006. It reiterated that UCT was indeed leading the field in this regard. The commitment from Council, the UCT Executive and those UCT employees involved in this field was found to have had a significant impact. The audit concluded that the policy and implementation thereof had been truly transformative and that there was no doubt that it had literally saved lives.

A comprehensive HIV/AIDS survey (2007)

In 2007 a survey of HIV/AIDS initiatives at UCT gave a comprehensive picture of the University's response to the pandemic. UCT's initiatives were benchmarked against national and regional criteria drawn up by UNESCO and Higher Education South Africa (HESA) and HESA's Higher Education Against AIDS (HEAIDS) programme. HEAIDS – a nationally co-ordinated large-scale effort to address HIV and AIDS in the Higher Education sector – applauded many of UCT's institutional efforts to address HIV/AIDS. The survey's findings gave us some reasons to celebrate our accomplishments but also gave us a sense of the shortcomings in our response to the pandemic.

Responding to HIV/AIDS via research initiatives

From an academic and research perspective, UCT continued to strive to combine curriculum and research projects with outreach projects that result in truly symbiotic initiatives that benefit not only the communities in which they take place, but also the curriculum developers, researchers and students that participate.

2002 marked the 20th anniversary of the Cape Town Jazz Society. Established by a group of UCT students, the Society celebrated this milestone with a concert in May which paid tribute to UCT alumnus Jimmy Dlodlu. A renowned jazz composer and performer, Dlodlu has made his mark on the international music scene.



On 5 August the National Institutes of Health in the United States made a US\$11-million (about R110 million) grant to launch the new Centre for the AIDS Programme of Research in South Africa (CAPRISA), in which UCT is to play a major role.

2002

In the past eight years information about the personal and professional impact of HIV/AIDS has been introduced into the compulsory first-year curricula of the Commerce and Health Sciences faculties, with both courses contributing to the creation of an “AIDS-competent” society. The challenge remains to introduce compulsory HIV/AIDS-related courses for first-year students in the faculties of Law, Sciences, Humanities, and Engineering & the Built Environment.

UCT researchers from across the spectrum of disciplines have made major scientific contributions, producing a substantial portfolio of scientific research into HIV/AIDS.

The research has significantly increased understanding of HIV diversity, contributed to the development of vaccines, unravelled the relationship between TB and HIV, and provided models of HIV care and treatment.

Moreover, UCT is ensuring that the next generation of academics and researchers has an excellent grounding in studies related to HIV, as there are strong links between HIV research and postgraduate teaching in many departments. (See page 16.)

Broad achievements

UCT’s response to HIV/AIDS covers issues relating to leadership and management, prevention and care, curriculum responses, research development/knowledge generation, and community outreach. These areas are aligned with those identified for action in the document ‘UCT Policy on HIV Infection and AIDS: A Co-ordinated Response to HIV and AIDS’.

I believe UCT is also a pioneer in approaching health issues affecting staff from a more holistic perspective – with VCT being just one of a general suite of health screening procedures for “lifestyle” diseases including hypertension, hyperlipidaemia and diabetes.

It is appropriate to give credit to the staff of HAICU, all researchers, teachers and PASS staff working in this field, and to Professor Martin Hall, who provided significant leadership in this area. They persistently brought HIV/AIDS to the agenda.

Challenges

In reviewing UCT’s progress with regard to HIV/AIDS, I believe that, despite our successes, we still have much to do. We must adopt a much more interdisciplinary approach. We have a duty to future generations to continually interrogate our HIV/AIDS programmes to ensure that they are meeting the needs of a changing environment.

I also believe we need to bring HIV/AIDS out of the shadows – making sure there is no stigma attached to living with HIV. UCT holds a very privileged place in our society and as such is in a position to offer a glimpse of what it may be like to live free of the stigma of HIV. Once we have banished this taboo we will truly be able to say we are winning the war against HIV.

2002

On 12 September 2002, renowned author Chinua Achebe gave the third annual Steve Biko lecture. In conjunction with the lecture, Achebe also received a Doctor of Literature *honoris causa* at a special graduation ceremony presided over by UCT’s Chancellor, Graça Machel.



On 23 September, the then Minister of Education Kader Asmal delivered the 39th TB Davie Memorial Lecture entitled ‘Thinking Freedom: Breaking with the Past, Planning for the Future’.

3. Teaching and Learning

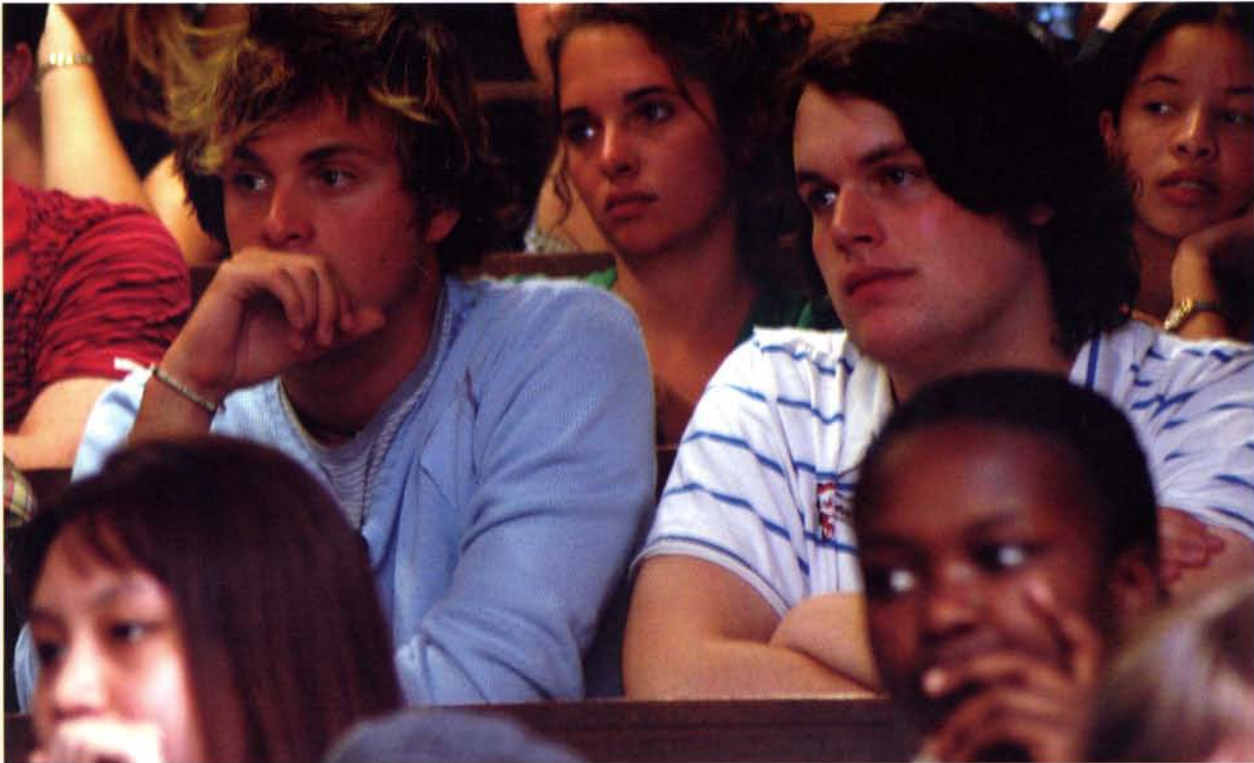
Our mission recognises that excellence in teaching and learning are institution-wide priorities and are linked closely with excellence in research. This association implies that our students – the lifeblood of our organisation – benefit by being taught by academics who are also active researchers in their fields.

The Teaching and Learning Charter

In 2003 Senate approved two policies intended to advance the quality of teaching and learning at UCT, aimed at ensuring the ongoing academic health of the institution and entrenching an institutional ethos in which there is a balance between rights and responsibilities of all members of the UCT community.

These policies were the Teaching and Learning Charter and a policy for promoting respect for other people's work and for countering plagiarism.

The Teaching and Learning Charter requires students to make a formal undertaking, as part of the process of admission to UCT, to take responsibilities for their own learning, to respect the requirements of the courses in which they enrol, and to take part in the academic life of the University with integrity and honesty. The Charter



On 6 September, the New Zealand Prime Minister, the Right Honourable Helen Clarke, visited UCT to present an address entitled 'Resolving Historical Grievances: the New Zealand Experience'.



In November, UCT's Unilever Institute of Strategic Marketing won the Marketing Roll of Honour at the Marketing Federation of South Africa (MFSA) Tusk Awards. This was the national round of the MFSA marketing excellence awards.

2002

places equal responsibility on academic staff to provide a range of academic information to students and to practise the utmost integrity in all their dealings with students. The policy for promoting respect for the work of others and countering plagiarism seeks to ensure that every student understands the concept of other people's intellectual work, and that they also understand the disciplinary consequences of plagiarism – be it deliberate or inadvertent.

Monitoring progress and quality

The University's Quality Improvement Plan, submitted to and approved by the HEQC in December 2006, is based on contributions from relevant structures across the University. It builds on the results of the 2005 audit by the Council for Higher Education (CHED). Aside from developing this quality improvement plan to address the challenges that we identified in our own self-evaluation portfolio, we also took into account the recommendations of the HEQC to make UCT a stronger institution and improve the quality of the student experience.

Annual reviews of performance against the targets and milestones in the three-year plan will be conducted yearly in March. The second progress report was compiled in March of this year. At UCT we have monitored general performance in teaching and learning through the work of the Quality Assurance Working Group and the information contained in the annual Teaching and Learning Report compiled by the Institutional Planning Department. Since 2006 this has been compiled in conjunction with CHED.

The Quality Improvement Plan

The Plan is organised around eight strategic objectives, namely:

- to strengthen articulation between teaching, research and social responsiveness and performance-oriented planning
- to accelerate and strengthen transformation
- to promote equity of access for students
- to improve the quality and profile of UCT's graduating class
- to improve the quality of the student experience
- to improve research productivity and research planning
- to promote staff development
- to develop an integrated conceptual framework for strengthening and expanding social responsiveness.

Developing professional skills

During my tenure two complementary programmes aimed at developing professional skills in the areas of teaching and research were introduced. The New Academic Practitioners Programme provides new staff at

2002

UCT was one of eight local tertiary institutions to fly the South African flag in India, when the University was invited to exhibit at Education India 2002, the country's first major international conference and exhibition on education. UCT was part of the Study South Africa exhibition.



The Graduate School of Business joined forces with an elite network of international business schools to offer a new international component to its Executive MBA programme (EMBA).

UCT with an overall induction to academic life, while the Emerging Researcher Programme aims specifically to strengthen research capacity (discussed in detail in the Research chapter).

Now in its fifth year, the New Academic Practitioners Programme (NAPP) was initially launched to help new academics ease into and understand the rigours of university life with its triple demands of teaching, research and administration. NAPP is run by the Centre for Higher Education Development, and provides newly-appointed staff with a year-long orientation as part of their professional development.

Student admissions and equity

We have put considerable effort into ensuring that the University recruits the most talented students, and have placed a special focus on enrolling students who demonstrate tremendous potential despite coming from educationally disadvantaged backgrounds.

Our admissions policy is supported by our extensive financial aid as well the provision of student housing. Admissions are framed by an overall Student Equity Policy, and its framing principles include diversity, redress, non-racism, transparency and fairness, equity of access and of outcomes, and integration. These principles are further supported by mechanisms which promote access, such as the Alternative Admissions Research Project and Recognition of Prior Learning procedures, and more recently by the establishment of the Centre for Open Learning.

A key measure of our success as a tertiary institution can be seen in our enrolment, throughput and graduation rates, and success patterns. The Teaching and Learning Report helps us monitor these indicators and gives us a clear picture of trends and issues that need to be addressed.

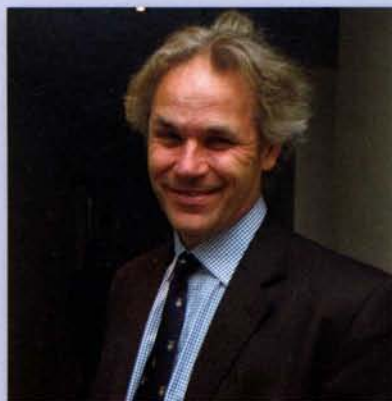
Achievements in teaching and learning

The past eight years have, in some senses, been watershed years for the teaching and learning sector of the enterprise. Prior to my arrival at UCT my predecessors strongly supported the establishment and growth of academic development and today UCT's academic development programmes are upheld as outstanding models of good practice, not only nationally, but internationally. I know that my successor shares UCT's passion for this aspect of education and will continue to champion academic development during his tenure.

Increasingly the good practice principles generated in the context of academic development have been extended into the way we think about teaching and learning beyond the first year. These principles are permeating more senior levels of the programmes and I believe they are also paying dividends in helping improve retention and throughput rates.

UCT in my time has committed to improving its efficiency in relation to student retention and throughput, without compromising quality, particularly as this relates to the continuing transformation of the student body.

Professor Mark Solms was appointed as the University's first chair of neuropsychology. His book *The Neuropsychology of Dreams* is considered one of the most influential in the field.



In October the UCT Unilever Institute launched the South African Marketer's Map (SAMM). Designed in partnership with Stats SA and the HSRC, SAMM provides marketers with the facility to obtain detailed demographic, geo-visual and segmentation information across South Africa at many levels.

2002

Summary: Student enrolment and throughput statistics 2000 – 2007

- Looking back over the decade so far, the University has grown considerably. In 2000, UCT had registered 16 976 students. By the end of 2007, UCT had 21 170 registered students. This represents a growth of just under 25% over the period, although this has flattened out over the past two to three years.
- In 2003, UCT broke the 20 000 barrier for the first time, registering 20 686 students. Of these, 55% were black, the Faculties of Law and Science each with 62% black students in its first-year programmes. UCT has hovered around the 20 000 mark since then, dropping to 19 978 students in 2006.
- In 2007, the Department of Civil Engineering reported its biggest first-year intake in 25 years. The class totalled 100 students, a substantial increase over previous years' intakes.
- UCT's commitment to funding talented students from educationally disadvantaged backgrounds is paying off. Since 2001, UCT has guaranteed a financial aid package to all students who pass the University's means test.
- Overall pass rates continued to improve during the past few years. The 2005 Teaching and Learning Report recorded that overall pass rates for crucial first-year courses had improved steadily between 2000 and 2004.
- Graduation rates were also up to 5 151 by 2004, up more than 1 000 since 2000. That represented an overall growth of some 28% over a period when institutional headcount grew by 21%.
- Between 2000 and 2007, registrations for postgraduate studies also experienced shifts. In 2000 masters and doctoral enrolments were just over 3 400 (20% of total enrolment). In 2006 UCT had more than 3 800 masters and doctoral students, together making up 18% of the headcount enrolment. These numbers peaked in 2005 with 4 130 postgraduate enrolments, equivalent to 19% of the total enrolment.
- Over 38 000 students have graduated from UCT during the past eight years.
- Between 2002 and 2006 gradual increases in the graduation rates were achieved in most qualification types and in most instances the 2006 graduation rate matched that of the National Plan for Higher Education graduation rate.
- At postgraduate level in the same period, the Honours graduation rate was higher than the NPHE 60% benchmark during the period 2002 – 2006.
- An examination of undergraduate course success rates shows marked improvements in the success rates of African students between 2000 and 2006. However, there were still marked differences in undergraduate success rates by race in 2006. We are currently researching the complexities of this phenomenon.
- During the 2001–2006 period, the proportion of SA African new undergraduate applicants fluctuated between 29% and 32% of the total applicant pool. In 2007 this proportion increased to 34%.
- During the period 2001 to 2007, the proportions of white and Indian applicants dropped by 3 percentage points each.
- The international proportion of the new undergraduate applicant pool peaked at 22% in 2003, but dropped back to 19% in 2006 and 2007.
- As was the case in the last seven admissions cycles, the 2007 female applicant proportion was slightly higher than half of the total student intake (51%).

2003

Emeritus Professor JM Coetzee was awarded the 2004 Nobel Prize for Literature. A UCT graduate, Coetzee was first appointed to the University's staff in 1972 and rapidly rose through the ranks. Appointed Professor of General Literature in 1984, he became Arderne Professor in English in 1994 and was appointed Distinguished Professor in the Faculty of Humanities in 1999. He retired in January 2002 and was awarded the Nobel Prize in October 2003.



UCT's first report on social responsiveness was produced, focusing on cases of social responsiveness at UCT. There are also major benefits for UCT as its socially responsive activities enable research findings to influence the wider community and benefit the nation by bridging the academic and community environments.

Equity and efficiency

A heightened focus on student retention has been achieved via the workings and dissemination of the findings of the CHED/IPD Equity and Efficiency Project, which reports through the Admissions and Progressions Committee to the Senate Executive Committee.

Examination of the longitudinal performance of the 2001 first-time entering undergraduate (FU) entry cohorts shows the following:

- 65% of the 2001 FU entry cohort (in comparison with 60% of the equivalent 1997 FU cohort) had successfully completed undergraduate qualifications within five years of entering UCT;
- 15% of the 2001 FU cohorts (in comparison with 17% of the equivalent 1997 FU cohort) had been excluded from UCT on academic grounds during the five-year period of the analysis;
- the rate of drop-out in good academic standing amongst 2006 FU students (a term which applies to all students who leave UCT without completing an undergraduate qualification, and who are also not excluded on academic grounds) was 15%, in comparison with 17% of the 1997 FU cohort;
- a slightly larger proportion of the 2001 FU cohort (5%, in comparison with 4% of the 1997 cohort) were still registered as undergraduates after five years of study.

The lower levels of academic exclusions and diminished drop-outs in good academic standing may be ascribed to the persistent strong institutional focus on throughput and retention, and have clearly given rise to improved completion rates amongst first-time entering undergraduate cohorts. This is pleasing.

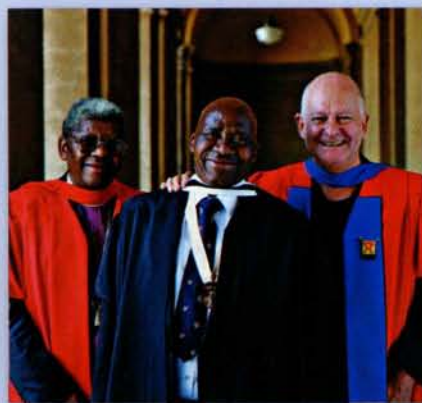
Aligned with our desire to improve our retention and throughput rates new systems were designed to ensure ongoing monitoring, evaluation, training and mentoring of tutors.

In Humanities, for example, tutor-training workshops were introduced last year and are continuing, while Commerce's ongoing tutor training has been extended to more departments, with some departments even assigning a dedicated person to oversee this training. The intention is to extend ongoing tutor training throughout the University by 2009.

In addition, work has commenced on developing criteria and implementing rigorous processes for tutor selection that also includes equity and language considerations.

Currently, contracts and protocols are being developed that specify tutors' accountabilities and their minimum conditions of service in order to ensure that their conditions of service are standardised.

Four outstanding South Africans with UCT links were among 28 people who received National Orders in 2003. Presented by President Thabo Mbeki, the awards recognise excellence, exceptional achievements and distinguished service. The awardees included former Vice-Chancellor and current President of Convocation, Dr Stuart Saunders; Emeritus Professor Peter Beighton; former UCT staff member Hamilton Naki; and Nobel laureate, the late Professor Allan Cormack.



In June honorary degrees were awarded to three of the City's finest citizens: the then Anglican Archbishop of Cape Town, Njongonkulu Ndungane; satirist Pieter-Dirk Uys; and Hamilton Naki, former assistant to the late Professor Christiaan Barnard.

2003



Staff and students from the EDU (Commerce) at the University's Open Day in May 2008

Educational Development Units

Another advance in the teaching and learning sector came with the establishment of Educational Development Units (EDUs) in two faculties, Commerce and Health Sciences. Their significance lies in the fact that historically UCT's academic development work focused primarily on foundational courses and extended degree programmes designed for talented but educationally disadvantaged students. This work remains important, particularly for UCT's transformation agenda, but it has for some time been recognised that teaching-and-learning development can benefit the work of academic staff and students at all levels. The establishment of EDUs recognises and strengthens the broadening of the focus of academic development in this way. Other faculties have given expression to this trend in different ways – for example, EBE has made a substantial investment in appointing Academic Development Lecturers to support mainstream teaching-and-learning development in all its departments – and we trust that this work will continue to grow, in the interests of all our students.

Extended programmes

Great strides have also been made in creating extended programmes across the board and consequently strengthening the provision for students from educationally disadvantaged backgrounds coming into the system. While Commerce, Engineering & the Built Environment, Science and the Health Sciences MBChB

2003

A co-operative agreement between UCT and Iziko Museums of Cape Town will allow the two institutions to realise their missions and visions in the arts, cultural and scientific fields of study. The agreement will afford each party access to the education and research facilities of the others.



The Department of Zoology hosted several centenary celebrations throughout the year. The celebrations kicked off with an exhibition and lecture series 100 years to the day that the department first opened its doors.

have well-established extended programmes, the faculties of Law and Humanities, as well as the Health and Rehabilitation stream in Health Sciences, all now offer extended programmes.

VULA – integrating technology

Since 2000 the University has forged ahead in integrating technology with teaching and learning tools. UCT's current state-of-the-art learning platform, VULA, represents an outstanding example of an open-source learning, collaboration and research content management system. First implemented in 2006, VULA has grown exponentially and recently celebrated its 1000th course. VULA is built on a technology developed by a consortium of universities that include UCT, MIT, Stanford, the University of Michigan and Indiana University, and many others around the world. Since its introduction there has been a rapid uptake across campus, proving that students are realizing its value and its place in the learning environment.

Distinguished teachers

Over the past seven years, many academics have been recognised and honoured for excellence in teaching, receiving UCT's Distinguished Teacher Awards. A new set of awards recognising innovative collaborative teaching practices has recently also been introduced. The CHED Award for Collaborative Educational Practice was awarded for the first time this year to three academic teams after their projects were considered "excellent examples of collaborative practice". These projects showcase the innovative possibilities when academic staff pool their experience and expertise in the interest of powerful learning experiences.

Distinguished Teacher Awards 2000 – 2007

2000	V Bickford-Smith (Historical Studies) C Breen (Education) J Hare (Commercial Law) A Mall (Surgery) D Reid (Geological Sciences)
2001	V Abratt (Molecular and Cell Biology) R S Edgecombe (English Language and Literature) N Natrass (Economics) H Phillips (Historical Studies) C Slater (Human Biology) E J S Steyn (Criminal Justice)
2002	A Buffler (Physics) J Krige (Surgery) J R E Lutjeharms (Oceanography) A K Mager (Historical Studies) S Oldfield (Environmental and Geographical Science) W Scharf (Criminal Justice)
2003	P Berman (Chemical Pathology) D Gammon (Chemistry) B Liebl (College of Music) G Louw (Human Biology)
2004	V Burch (Medicine) B Davidowitz (ADP in CHED and Chemistry) SG Mundree (Molecular and Cell Biology) H Schomer (Psychology)
2005	Dr M Blockman (Pharmacology) Mr PR Anderson (English Language and Literature) Ms Y Banning (Drama) Mr M Paleker (Private Law)
2006	Dr Justine Burns (School of Economics) Dr Rebecca Ackermann (Archaeology) Ms Liz Mills (Drama) Dr Zimitri Erasmus (Sociology)
2007	Prof Jane Bennett (African Gender Institute) Francis Carter (Architecture, Planning and Geomatics) Dr Jenni Case (Chemical Engineering) Dr Ivan Joubert (Anaesthesia)

UCT's first dedicated Postgraduate Centre opened its doors in 2003 and gave expression to the Vice-Chancellor's vision for the need to support postgraduate students and to create a rich learning experience for students at UCT. The Centre has become an integral part of postgraduate life on the upper campus and houses a number of resources and training facilities for postgraduate students.



In pursuit of the goals of the African Decade of Disabled People (2000–2009), UCT succeeded in creating an African voice for disability through a new MPhil in Disability Studies. The programme creates a platform for debate and discussion between academia and the disability sector, policymakers, the public and private sector and the corporate sector.

2003

Postgraduates – promoting success

Providing our postgraduates with a happy, satisfying and memorable stay at UCT has received much attention so far this decade. In order to start off their studies on the right footing and to clear up any misconceptions around the supervision process, we have introduced a Memorandum of Understanding (MoU) that is signed between postgraduate students and their supervisors.

The Writing Centre has appreciably extended its services to the postgraduate community and has facilitated the growth of “writing circles” at which clusters of postgraduate students gather to discuss writing and their studies. This is just one of the many ways in which we have improved support to the growing number of postgraduate students. Another example was a doctoral retreat, held in November last year. First- and second-year PhD students from across all disciplines were able to interact with academics and discuss all aspects of academic life. Aside from the chance to dissect their roles as educators, the postgraduates had an opportunity to glean some useful facts about career recruitment matters. From our perspective, initiatives such as these are making new postgraduate students feel welcome and valued members of the campus community.

Challenges

I leave UCT secure in the knowledge that appropriate gains have been made by those involved in our teaching and learning sector. Further progress must be made in certain areas, especially with regard to throughput. This remains a significant challenge.

Obviously we have recognised that there are many problems inherent in the secondary school system and that large numbers of matriculating students are under-prepared for the academic rigour of university life. The introduction of the new National Senior Certificate this year will bring increased uncertainty into the educational landscape. Thus under-prepared students will remain a reality for some time and our challenge as educators will be how to grapple with appropriate provisions to fill this gap.

Increasingly, it will be partnerships that will help both secondary and tertiary educators to successfully navigate the way forward. Last year the Science Faculty organized a faculty retreat which brought together staff responsible for teaching first year Mathematics with matric Maths teachers to review the Grade 11 curriculum and to look at collaborative ways to help prepare learners adequately. This example is one that those in other disciplines can emulate. It is my sense that the need for such initiatives has become a core necessity.

Another more easily surmountable problem is the current uneven provision of computers for student use. While some faculties, such as Commerce, have sufficiently large computer laboratories, others are less well-equipped.

In a growing climate of accountability, my fervent hope is that the heart and soul of the practice of teaching that is typified by the passion and enthusiasm of our tutors, lecturers and professors is not lost in an age of increasingly bureaucratic demand.

2003

UCT's pharmacology laboratory earned South African National Accreditation System status, assuring the facility global acceptance of its drug-testing results, while the Laboratory for Tissue Immunology received accreditation from the European Federation of Immunogenetics).



The Centre for Film and New Media was established in 2003. It aims to be at the forefront of film and media education in Africa and is gaining an excellent reputation for the quality of its graduates. The Centre has specific strengths in the areas of digital television, as well as documentary and narrative film-making.



Lehlohonolo Pule Hlahane receives the Most Outstanding Leader in a Postgraduate Faculty Council award from DVC Prof Cheryl de la Rey at the 2007 Caltex Student Leadership Awards.

This issue has become even more pressing since the introduction of VULA, mentioned above, and the growing student usage of this invaluable technology-enhanced learning platform.

Our mission of being a research-led university has led to a perception held by many academic staff that “research trumps teaching”. This belief can only be detrimental to teaching; more needs to be done to address this misperception. Excellence in teaching, learning and research remains one of UCT’s central tenets. In a growing climate of accountability my fervent hope is that the heart and soul of the practice of teaching that is typified by the passion and enthusiasm of our tutors, lecturers and professors is not lost in an age of increasingly bureaucratic demand.

In conclusion, my deepest appreciation and admiration is offered to the UCT deans and heads of department in particular, and to all staff at UCT who on a daily basis engage in the teaching enterprise at UCT. The fruits of your work determine our future. Thank you.

UCT equipped itself to house a few hundred students more by leasing Rochester House in Observatory. The refurbished purpose-built accommodation boasts a number of separate blocks, each with single rooms.



The Commerce Faculty’s new Alumni Laboratory opened its doors. A high-specification facility, it boasts 202 top-of-the-range Pentium 4s using high-end software, and a full multi-media teaching laboratory where lecturers are able to teach off laptops, with visuals shown on 72cm TVs.

2003

Recognising excellence

UCT is proud to have honoured some of the many people both inside and outside the University community who have made significant contributions in their fields. Below are some of the awards made over the past eight years.

UCT Fellows 2000 – 2007

2000

Professor MS Blackman
A/Professor H Bradford
Professor AP Fairall
Professor Y Gitay
Professor WR Nasson

2001

Professor B Cooper
Professor JL Cornille
Professor H Ruther

2002

Professor J Higgins
Professor LG Underhill

2003

Professor PI Folb
Professor NS Ndebele

2004

Professor HM Corder
Professor JA Thomson
Professor AL le Roex
Professor A Chinsamy-Turan
Professor CL Griffiths
Professor MR Caira
Professor AL Rodgers
Professor J Alexander
Professor M Alexander

2005

Professor ED Bateman
Professor TW Bennett
Professor F Brombacher
A/Professor P Meissner
Professor T Stewart
Professor RD Viollier
Professor D Visser

2006

Professor JR Moss
Professor ML Solms

2007

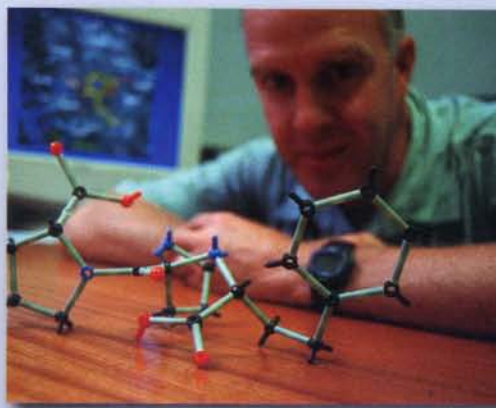
Professor J Burchell
Professor CA Dominguez
A/Professor HJ Zar
Professor TM Crowe

UCT Book Awards 2000 – 2007

2000	J Higgins (English Language and Literature)	<i>Raymond Williams. Literature, Marxism and Cultural Materialism</i>
2002	J Glazewski (Marine and Environmental Law)	<i>Environmental Law in South Africa</i>
2003	T D Noakes (Health Sciences)	<i>Lore of Running</i>
2004	MS Blackman (Law) RD Jooste (Law) GK Everingham (Law)	<i>Companies Act: Commentary</i>
2005	N Natrass (Commerce)	<i>The Moral Economy of AIDS in South Africa</i>
2006	P Knox-Shaw	<i>Jane Austen and the Enlightenment</i>
2007	B Nasson (Humanities)	<i>Britannia's Empire – Making a British World</i>

2003

UCT researcher Dr Ed Sturrock and a team from Bath University in the UK identified the first 3-D crystal structure of the human angiotensin-converting enzyme. This may hold the key to new drugs for high blood pressure.



In February, UCT hosted the first ecotoxicological conference ever to be held in Southern Africa. The Pesticides in Non-target Agricultural Environments: Environmental and Economic Implications conference brought together more than 100 ecotoxicologists, chemists and economists from all over the world.

Honorary Degrees awarded 2000–2008

Doctor of Architecture

2001 Revel Albert Ellis Fox

Doctor of Commerce

2001 Raymond Ackerman

2001 Wiseman Lumkile Nkuhlu

Doctor of Economic Sciences

2000 John Davan, Lord Sainsbury

2006 Amartya Kumar Sen

2004 Christopher Louis Sunter

Doctor of Fine Art

2001 David Goldblatt

Doctor of Laws

2002 Kofi Annan

2007 Aung San Suu Kyi

2004 Cheryl Ann Carolus

2006 Dennis Martin Davis

2003 Johannes Jacobus Fagan

2007 Pravin Gordhan

2006 Sir Bob Alexander Hepple

2000 Jeffrey Jowell

2001 Pius Nkonzo Langa

2000 Nomaindia Mfeketo

2002 Wallace Amos Mgoqi

2004 Catherine Mary Elizabeth O'Regan

2006 Albert Louis Sachs

2007 Johan van Zijl Steyn

2006 Rheinhard Zimmermann

2008 Advocate George Bizos

2008 Dr Claire Palley

Doctor of Literature

2002 Chinua Achebe

2006 Bonisile John Kani

2007 David Kramer

2006 David Lewis-Williams

2003 Es'kia Mphahlele

2007 Taliip Petersen

2000 Karel Schoeman

2000 Akinwande Oluwole Soyinka

2006 Thomas Tlou

2003 Pieter-Dirk Uys

Doctor of Medicine

2001 Frances Ames

2002 Siamon Gordon

Doctor of Music

2000 Angelo Gobbato

Doctor of Philosophy

2003 The Most Revd. Njongonkulu Ndungane

2002 Mark Shuttleworth

Doctor of Science

2000 Bernhard Banaschewski

2000 Wieland Gevers

2005 Arnold Lewis Gordon

2000 Trefor Jenkins

2007 Samuel George Harker Philander

2008 Professor Jonathan Dorfan

2008 Lord Wolfson

Doctor of Science in Engineering

2007 Mark Eberhard Dry

Doctor of Science in Medicine

2005 Mahomed Fareed Aboobaker Abdullah

2008 Dr Eric Goemaere

Doctor of Social Science

2004 Alexander Lionel Boraine

2004 Kurt Danziger

2003 Kathryn Frieda Jagoe

2001 Mamphela Aletta Ramphela

2005 Albertina Nontsikelelo Sisulu

2008 Dr Lillian Cingo

Master of Arts

2002 Vincent Kolbe

Master of Fine Art

2005 Johann Clemens Porer

Master of Science in Medicine

2003 Hamilton Naki

Master of Social Science

2002 Abdurrazack Achmat

2002 Dorothy Cleminshaw

2005 Lucas Radebe

Funding of more than R1 million from De Beers, the Mellon Foundation and the Scan Shop (who subsidised scanning costs) underpinned the huge task of digitising one of the world's largest and richest folklore collections, the Bleek Lloyd Collection. Professor Pippa Skotnes devoted her time to digitising the Collection to create a web-based resource that captures the lost language, customs and mythology of the /Xam people.



The medical virology division opened two state-of-the-art laboratories, including a biosafety level three facility, allowing for work with live virus cultures for the first time at UCT.

2003

4. Research

An eight-year review of UCT's research enterprise reveals a healthy and robust research-led institution that continues to produce high-calibre postgraduates and excels in ground-breaking research, innovation and creative work. For several years now UCT has given specific attention to its mission to be a research-led university and has systematically intensified efforts to promote the search for new knowledge and critical enquiry.

We have made solid progress in this regard. Our academics and postgraduate students are engaged in a broad spectrum of research activities, which are widely disseminated in the form of peer-reviewed publications, creative works and innovative technologies. There has also been a significant increase in both the number and quality of these publications, thereby affirming UCT's status as one of the leading research universities in South Africa and Africa.

Through the high standard of our research the University maintains and enhances its impact on society and continues to contribute to the welfare of our country. The scope and diversity of UCT's research reflects an institution not only committed to solving problems particular to the African continent, but whose wide-ranging research has international significance.

Evidence of our growing international profile can be seen in two prestigious global university ranking systems. Since 2003, we have been the highest-ranked South African and African university, according to the Academic Ranking of World Universities (ARWU). ARWU is conducted by the Institute of Higher Education at Shanghai Jiao Tong University in China and is considered one of the most reputable and impartial ranking systems in the world. UCT also received impressive rankings in another of the world's foremost international university ranking systems – the QS-Times Higher Education Supplement Top 200 Universities. In 2007, UCT earned a place in the top 200 of the widely respected Times Higher Education Supplement World University Rankings. UCT was the only African university to make it into the top 200 in 2007.

Strategic Initiatives

There have been significant changes in the national research landscape since I began at UCT. Since UCT's institutional research strategy and planning is shaped by ongoing environmental scanning and benchmarking that ensures alignment with national priorities, we have been able to respond robustly to these developments, and the outcomes have been pleasing.

2002 saw the government adopt the National Research and Development Strategy. UCT responded through the development of a number of cross-faculty strategic initiatives which built upon the University's research strengths. Aside from addressing imperatives set by the National Research and Development Strategy, UCT also responded to the promise of new funding opportunities via a national agreement with the European Union (EU FP6) and to proposals for national centres of excellence.

2003

Dr Sebastiana Kalula's call to the ICT helpdesk on 17 March was, it turned out, the 100 000th to be officially logged on the Helpdesk database since its inception in 1999. The moment was noted by the observant Professor Tim Dunne, head of the Department of Statistical Sciences, who thought the event deserved some commemoration.



In July the Humanities Faculty officially opened its new 80-computer facility in the Beattie Building. It was named the Bessie Head Computer Laboratory, after one of southern Africa's most prominent women writers.

Over the past eight years UCT congratulated many academics who received national and international recognition for their research. Of special mention is Professor George Ellis (pictured right), who received the Templeton Prize, at almost R10 million the largest annual monetary award to an individual, for his research and writings on the relationship between science and spirituality. UCT also dominated the 2004 National Science and Technology Forum (NSTF) Awards ceremony by producing winners in four of the nine main categories. Professors Wieland Gevers, Iqbal Parker and Anusuya Chinsamy-Turan, and Dr Coleen Moloney were all acknowledged by the NSTF for their research excellence. UCT has done extremely well at these awards ever since, e.g. winning the Category A 'Individual over a lifetime' for four years running.



The revision of the National Research Foundation's (NRF) rating system to include researchers in the social sciences and humanities (see section on NRF rating on page 41) gave us the opportunity to benchmark and enhance our reputation for research excellence. We were very pleased with the outcomes of our rating applications. The ratings of our scholars in humanities and social sciences as well as those in natural sciences and engineering leave little doubt that our research outputs are of high quality and are making an impact nationally and internationally.

UCT's research activities take place in the context of ongoing changes in the external environment. These changes require that we continuously examine our internal arrangements to ensure that we are appropriately responsive and remain competitive. At an internal level, UCT has moved towards a more integrated strategic planning and budgetary process as well as a revised system of quality assurance. Within this context, the development of UCT's research-led identity is gaining strategic direction through a number of specific processes, including an institutional mapping exercise which pointed to close alignment with the priority areas indicated in the National Research and Development Strategy.

Dr June Pym, Dr Thriven Reddy, Prof Christopher Saunders, Assoc Prof David Schalkwyk and Dr Nick Shepherd (right) received the year's UCT-Harvard Mandela Fellowships to spend time in research at the Harvard University's WE Du Bois Institute for African-American Studies in the US. The awards aim to strengthen connections between Harvard and UCT.



Ashraf Mohammed received the Louis Volks Humanitarian Award from Lions Club International Sea Point, a branch of the world's largest community service organisation. The award recognised Mohammed's work on tuberculosis and HIV/AIDS in local communities, service that springs from his doctoral studies at UCT.

2003

Our research strategy is based on a dual imperative to ensure that areas of research excellence are maintained and areas of emergent strength are enhanced to raise their levels of competitiveness. One of the key issues facing most higher education institutions in South Africa is transformation, particularly with respect to changing the gender and race profile of our researchers.



Professor Anusuya Chinsamy-Turan of the Department of Zoology

Our research strategy is based on a dual imperative to ensure that areas of research excellence are maintained and areas of emergent strength are enhanced to raise their levels of competitiveness. One of the key issues facing most higher education institutions in South Africa is transformation, particularly with respect to changing the gender and race profile of our researchers. This priority is reflected in the University's Framework for Research Support, which caters for researchers at different levels of their research careers and has been designed to fast-track the development of young and emerging academics. By paying specific attention to the needs of women and black researchers, this intervention strategy is aligned with UCT's revitalised employment equity programme.

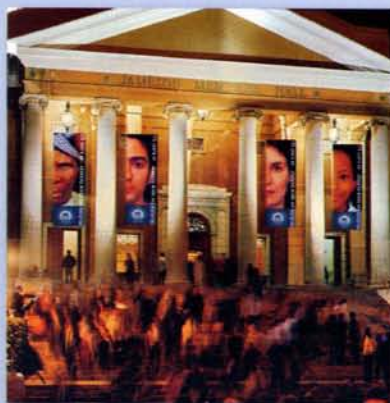
UCT Signature Themes

The establishment of interdisciplinary research focus areas, or UCT Signature Themes, was endorsed by the University Research Committee and approved by the Senate Executive Committee in 2004. These bodies saw the need for researchers to collectively tackle research problems in areas of regional and national value. Since then, the success of signature themes has positioned the University well to respond to flagship national programmes such as the South African Research Chairs Initiative and the NRF's research niche areas.

UCT's signature themes include Minerals to Metals, Cities in Africa, Drug Development, the Brain-Behaviour Initiative and the Marine Research Institute. The themes are all designed to boost research excellence while also growing research capacity in areas of prioritised need.

2004

2004 marked the 175th anniversary of the University and a number of celebrations were held throughout the year in order that staff, students and all UCT's stakeholders could take the time to remember those individuals whose vision and drive made UCT into the institution it is today. The Vice-Chancellor chose the theme "Changing minds and histories" for the year-long commemoration.



The Mandela Rhodes Foundation Thabo Mbeki Leadership Scholarships were launched in 2004. The scholarships, a partnership project between UCT and the Mandela Rhodes Foundation, will be available to young and talented graduands from any country in Africa, allowing them to pursue postgraduate study at UCT.

South African Research Chairs Initiative

UCT's research successes have been facilitated by new injections of public funding aimed at stimulating research in higher education institutions. The national Department of Science and Technology has made new awards and introduced new programmes to create an enabling infrastructure for research and innovation.

Our participation in funded programmes at both the national and international levels is notable. We are especially pleased by UCT's success in programmes such as the South African Research Chairs Initiative (SARChI), a brain-gain and research-capacity-development intervention of the Department of Science and Technology that is being administered by the NRF.

UCT was initially awarded seven Chairs when SARChI was first launched in 2006 and has now been awarded an additional 19 Chairs, bringing the total for UCT to 26 Chairs out of 70 Chairs awarded nationally.

Recipients of the South African Research Chairs Initiative (SARChI)

Professor Jonathan Blackburn	(Applied Proteomics and Chemical Biology)
Professor Frank Brombacher	(Immunology of Infectious Diseases in Africa)
Professor Kelly Chibale	(Drug Discovery)
Dr Marc Combrinck	(Clinical Neurosciences Research)
Professor Drucilla Cornell	(Customary Law, Indigenous Values, and Dignity Jurisprudence)
Associate Professor Keertan Dheda	(Lung Infection and Immunity in Poverty Related Diseases)
Professor Jean-Paul Franzidis	(Minerals Beneficiation)
Professor Carolyn Hamilton	(Archive and Public Culture)
Professor Susan Harrison	(Bioprocess Engineering)
Professor Bruce Hewitson	(Climate Change)
Associate Professor David Jacobs	(Animal Evolution and Systematics)
Associate Professor Astrid Jarre	(Marine Ecology and Fisheries)
Professor Murray Leibbrandt	(Poverty and Inequality Research)
Professor Di McIntyre	(Health and Wealth in SA)
Professor Rajend Mesthrie	(Migration, Language & Social Change)
Associate Professor Lungisile Ntsebeza	(Land Reform & Democracy in SA: State and Civil Society Dynamics)
Professor Edgar Pieterse	(Urban Policy)
Associate Professor Abdulkader Tayob	(Islam, African Publics and Religious Values)
Professor Anna-Lise Williamson	(Vaccinology)

Lindy Mudenda won the National Office Professional of the Year title. Mudenda, office manager at the Centre for Conflict Resolution, bested secretaries and office professionals from all over the country for the coveted award, presented annually since 1983 by the Association for Office Professionals.



An agreement signed between the Raymond Ackerman Foundation and UCT in 2004 resulted in a new academy of entrepreneurship, based at the Graduate School of Business. Distinguished alumnus Raymond Ackerman pledged the first major special gift to the Chancellor's Challenge 175 campaign, to fund the establishment of the Raymond Ackerman Academy for Entrepreneurial Development.

2004



Professor Cyril O'Connor (centre) is the first occupant of the Anglo Platinum Endowed Chair in Minerals Processing, established in 2007. He is pictured with student Kevin Munsamy (left) and Scientific Officer Gaynor Yorath (right).

As Chairs are awarded on the basis of alignment with national priorities and institutional strategy, it seems that UCT's signature themes initiative, as well as the focus on research priorities, has strategically positioned us to take advantage of new national programmes.

UCT's research capacity is also reflected in the high number of funded research units located here. Nine of 46 research centres funded by the South African Medical Research Council are based at UCT. Four strategic research developments warrant special recognition. In 2004 UCT was the first institution countrywide to fully host two of the first six national Department of Science and Technology/NRF Centres of Excellence, whilst the Faculty of Health Sciences formally launched the Institute of Infectious Disease and Molecular Medicine.

Two more recent developments of significance are the Africa Earth Observatory Network and the Centre for High Performance Computing. UCT played a leadership role in the establishment of both of these initiatives, and I am most proud of this.

DST-NRF Centres of Excellence

UCT's Centres of Excellence are the DST-NRF Centre of Excellence in Catalysis, c*change, and the DST-NRF Centre of Excellence at the Percy FitzPatrick Institute, "Birds as Keys to Biodiversity Conservation". We are enormously proud of the establishment of these centres – both of their existing research and of the potential they have for increasing research capacity in their particular fields. The technical scope of c*change now exceeds

2004

In March 2004, Emeritus Distinguished Professor of Complex Systems George Ellis won the R10-million Templeton Prize – the largest annual monetary award to an individual – for his work on the interface between science and religion.



In May, Chancellor Graça Machel challenged members of the UCT community to renew their commitment to society by helping to raise R175 million to put needy students through university.

the capacity originally anticipated in terms of the number of postgraduate students (now 45 compared to the minimum SLA target of 30), five postdoctoral researchers, and 22 academics from 14 research groupings in ten participating South African higher education institutions. The Centre of Excellence at the Percy FitzPatrick Institute continues to rapidly increase the number and quality of its scientific publications and also sustained solid performance in postgraduate student graduation.

Institute of Infectious Disease and Molecular Medicine (IIDMM)

The IIDMM's mission is to address Africa's most pressing health problems through multidisciplinary medical research. During its brief existence it has made great strides in creating a modern, consolidated and vibrant environment of shared expertise utilising state-of-the-art laboratories and research facilities.

The IIDMM has established its position as one of the premier centres of research excellence in South Africa. The research output of its researchers, including publications and research grant income, increases significantly from year to year.



In 2004, Associate Professor Gobodo-Madikizela won the Sunday Times Alan Paton Award for her book *A Human Being Died That Night*, in which she writes of her interviews with Eugene de Kock, the former commander of Vlakplaas, the apartheid death squad base, and on the nature of forgiveness. In 2006 she also received the Eleanor Roosevelt Medal for her international work on forgiveness and reconciliation.



UCT honoured the late activist Molly Blackburn by renaming the hall in the Otto Beit Building the Molly Blackburn Memorial Hall.

2004

Members of the IIDMM have also secured five of the DST Research Chairs recently awarded to UCT. In addition, a number of emerging research scientists in the IIDMM have received prestigious awards from international funding agencies, including the Wellcome Trust (UK) and the National Institutes of Health (USA).

In 2007 UCT won the bid to host the third component of the International Centre for Genetic Engineering and Biotechnology (ICGEB), which was officially launched at the IIDMM. The ICGEB is an international organisation dedicated to advancing research and training in molecular biology and biotechnology, with special regard to the needs of the developing world. Its research is expected to help the world's scientists determine the mechanisms related to infections and the resurgence of diseases at a molecular level. It is hoped that the research will result in new drugs and vaccines in the fight against TB, malaria and HIV/AIDS.

The centre will give South Africa access to sophisticated technologies aimed at solutions to both medical and agricultural challenges on the continent.

Importantly, it will also enhance efforts towards the development of an African hub of technology. The Department of Science and Technology has allocated R40 million over four years to support its establishment.

Centre for High Performance Computing (CHPC)

May 2007 saw the launch of the CHPC which, together with the South African National Research Network, forms the backbone of an emerging cyber-infrastructure in South Africa. This infrastructure will support research initiated in other elements of our science and technology infrastructure, such as the Square Kilometre Array, the National Bioinformatics Network and the Global Earth Observation System of Systems.

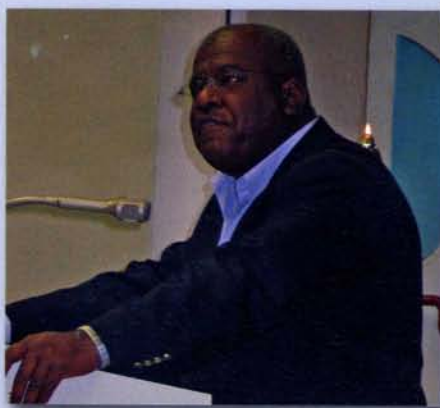
In addition, it will support international initiatives such as the third component of the ICGEB as discussed earlier. The CHPC will support a diverse base of researchers and scientists from all over South Africa, and facilitate the collaboration and multidisciplinary approach needed to solve today's complex computational problems. The Centre's objectives are to provide high-end computing and computing expertise for all research in South Africa, ranging from natural science, medicine and engineering through to the social sciences.

Africa Earth Observatory Network (AEON)

A joint initiative of South African scientists to research, develop and teach earth systems science, AEON was established at UCT in 2006. Earth systems science is an innovative discipline that recognises the systemic behaviour of the planet and of the relationships between land, ocean, atmosphere and living organisms in determining the Earth's natural evolution and its response to man-made disturbances. AEON scientists will track co-evolution of earth and life and will map earth resources, biodiversity and climate change. The result will be robust earth stewardship models for Africa, which can be applied to water management, resource economics and hazard prediction, ultimately leading to more responsible exploitation of Africa's natural resources.

2004

Professor Jonathan Jansen delivered the 41st TB Davie Memorial Lecture in August, entitled 'Accounting for Autonomy: How Higher Education Lost its Innocence'.



Residents of the historic Princess Christian Home, within the precincts of UCT, moved into a brand new building in Tokai in time for Christmas. UCT spent R22 million on developing the new home, in exchange for the existing building on Avenue Road. This consolidated UCT's landholding in the area, making it available for student accommodation.



Left to right: Dr Phil Mjwara, Minister of Science and Technology Dr Mosibudi Mangena, Prof Mahlo Mokgalong, Prof Njabulo Ndebele, Mr Llewelyn Jones, Dr Sibusiso Sibisi, Prof Cheryl de la Rey and Dr Khomotso Kgantago during the launch of the Centre for High Performance Computing at the CSIR in Rosebank, in May 2007.

Partnerships with external organisations

There has been a significant increase in research agreements with public and private sector institutions, demonstrating that our scholars are making important contributions to research and development nationally and internationally.

Besides our general collaborative and grant funding arrangements with the Science Councils, UCT also enter annually into research agreements to the value of about R50 million with these entities. South African governmental departments are also major clients of UCT. Annually we enter into contracts to the value of approximately R70 million with national and provincial governmental departments. On average, the value of the contracts we enter into with local industry annually is also around R70 million.

Collaboration on the international front has increased dramatically over the last few years, as illustrated by the following figures. In 2006 UCT had entered into just over 200 contracts from 22 countries to the value of R165.85 million. In 2007 the number of contracts increased to over 250 from 26 countries, with a value of R290 million.

UCT has an increasing number of collaborative agreements with international universities at departmental and research level. In addition, we have fostered many research links within Africa and throughout the world.

President Thabo Mbeki became the first recipient of the UCT Chancellor's Award for Outstanding Leadership in Africa at a gala dinner in November 2004. At the event – a highlight of UCT's 175th anniversary year – Chancellor Graça Machel and the then SRC president Nqobizitha Mlilo presented the award.



UCT's Department of Social Development presented its curriculum for the training of assistant probation officers to the national Department of Social Development. The two-year course was the first of its kind in South Africa, and a novel development in the history of probation practice internationally.

2004

Our links with the developing world are strengthening too, an example being UCT's increased participation in the SA-India-Brazil framework which aims to foster relationships in science and technology between developing countries. These collaborations have led to enhanced visibility and impact, as demonstrated by the well-deserved recognition from a number of sources.

We see the growth in external research income and the increasing number of partnerships with international collaborators as an indication that there is wide confidence in our research expertise and that our researchers are making important contributions to the knowledge economy, both locally and internationally.

Research funding

The significance of research conducted at the University can also be seen in the amount of research funding received by UCT (see table below), as well as in the number of partnerships with many local and international institutions that have grown into mutually beneficial collaborations.

During my time here, UCT has witnessed an increase in research income from R240 million in 2001 to R547 million in 2007. Our government subsidy for research publications increased from 563 units in 2003 to 907 units in 2006 and our postgraduate awards went from R10 million in 2003 to R21 million in 2007. This is most gratifying.

Table 4.1: Total Research Income 2001-2007

2001	2002	2003	2004	2005	2006	2007
R240,8 million	R278,2 million	R322,7 million	R338 million	R405 million	R403 million	R547,5 million

Postgraduate Research

In the face of concerns about the next generation of scholars, we have risen to the challenge by implementing a major research capacity-building initiative through the increased attention to postgraduate education, funding and support.

Early on in my tenure several new initiatives were developed to attract and retain graduate research students and postdoctoral fellows, including those that channelled appropriate support through various funding programmes. One such initiative was the pilot doctorate residential retreat held in November 2007. The aim of this programme, which attracted PhD students from across all UCT's faculties, was to socialise participants in their early years of doctoral training and the doctoral community at UCT by providing them with developmental networking and graduate non-discipline-based academic skills support. The feedback from the pilot programme was overwhelmingly positive and funding has been secured for its continuation. This programme will undoubtedly in the future contribute to the development of a vibrant postgraduate intellectual community across disciplinary borders.

2005

The Vice-Chancellor officially launched the Heritage Trail on September 7. This self-guided trail comprises 18 sites, each clearly marked with a heritage@uct sign. The trail starts at Japonica Walk, which runs alongside the Kramer Law Building on the middle campus, and ends with Mechanical Man, a 1965 sculpture by Lippy Lipschitz, outside the Snape Building on the upper campus.



In April 2005, it was announced that UCT was one of three South African universities to get grants of US\$2 million each (about R12,4 million at the time) over three years from the Carnegie Corporation of New York to further transformation initiatives among academic staff.



The opening of the new Postgraduate Centre was an important milestone in UCT's quest to be a research-led university. It provides a reading, meeting and studying venue, with the emphasis on improving the quality of the postgraduate and postdoctoral research experiences. The facility includes a fully equipped Seminar Room. Students are encouraged to plan and organise their own seminars, and around 30 seminars and symposia are held each year.

Although UCT has a growing number of fellowships that offer good financial support, raising funds to support our postgraduate students will remain an ongoing challenge.

Postdoctoral Fellowships

Postdoctoral research at UCT is relatively well supported and we are happy to report a general increase in the numbers of both individuals and postdoctoral fellowships between 2002 and 2007 (see table overleaf). In 2003 the University conducted a survey among postgraduates to establish and clarify various academic and quality-of-life issues. Using this information, policies and procedures were established to regulate the take-on, tenure and termination of postdoctoral researchers. The policies include a formal definition and restrictions on years of tenure, as well as criteria ensuring that candidates for Fellowships undergo academic training. The University's policies and practices comply with the South African Revenue Services' Guidelines, and individual applications for tax directives are made on behalf of each postdoctoral researcher that registers at UCT.

At UCT Postdoctoral Research Fellowships are normally awarded to individuals within five years of having achieved a doctoral degree. Fellowships are negotiable up to three years (after which renewals will be considered for up to a maximum of five years). The purpose of the Postdoctoral Research Fellowship is to provide an opportunity for experiential learning in research, which may serve as a path for further academic and professional development.

Over the last eight years we increased the levels of funding available for postdoctoral support, enabling enhanced provision for more postdoctoral researchers at UCT.

Professor Lungisile Ntsebeza was named as one of the holders of the new chairs established under the South African Research Chairs Initiative (SARChI) of the national Department of Science and Technology. Ntsebeza is the author of *Democracy Compromised*, in which he investigates the changing nature of chieftainship in South Africa.



The Faculty of Health Sciences opened its first "purpose-built" student learning centre in Bonteheuwel. The Vanguard Student Learning Centre (built at a cost of R2.8 million plus another R600 000 for equipment and furnishing) is an extension to the Vanguard Community Health Centre that serves the neighbouring communities of Bonteheuwel and Langa.

2005

Table 4.2: Postdoctoral Fellowships 2002 – 2007

	2002	2003	2004	2005	2006	2007
Postdoctorals	84	97	125	116	126	156
Fellowships	121	143	165	167	173	197
Value R	7,326,504	8,720,601	12,173,855	12,759,627	12,399,413	19,215,547

NRF evaluation and rating of researchers

The University is currently home to almost half of South Africa's A-rated researchers. A-rated individuals are regarded as world leaders in their field and rated through global peer-review by the NRF. UCT also has numerous B- and C-rated researchers – established researchers who have gained international recognition in their fields with B-rated researchers having earned considerable international recognition as judged by their peers.

The NRF's rating process also identifies those researchers with the potential for becoming world leaders in their field of research – the "President's Awardees" or so-called P-rated researchers. UCT's success in the NRF ratings consolidates our reputation for world-class research and our growing number of rated researchers bodes well for the future of our research enterprise.

One of the most notable advances in recognizing excellent research in South Africa came about in 2002. The NRF, which previously only recognised expertise in the fields of science, engineering and technology, also included a range of other disciplines which included law and the humanities (see table opposite). This was an important recognition of individual academics in those fields and further enhanced UCT's reputation as a research-led university.

Growing Innovation

Growing Innovation became one of the strategic drives under the leadership of Professor Cheryl de la Rey. Broadly speaking, this requires identifying, supporting, protecting and marketing innovative developments arising out of UCT research. Commercialisation of research, especially in the high-tech realm, is dependent on being able to control access over the technology concerned, and patents are acknowledged to be the main tool for doing so.

The establishment of a patent fund in 2003 has been a significant step towards securing UCT's intellectual property and an important lever to secure more funding from commercial or government sources. More recently we have also established a "Pre-Seed" Fund. The purpose of this fund is to bridge the funding gap that exists in the innovation chain, before other funding streams can be accessed or a rounded technology package can be licensed.

2005

In May, South Africa's main opposition Democratic Alliance MP and former education activist Helen Zille – she later became the party's main leader – launched the organisation's student wing, the Democratic Alliance Student Organisation (Daso) at UCT.

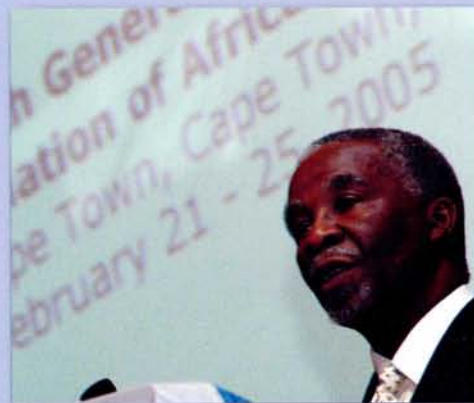


South Africa, and particularly the porphyria laboratories within the UCT/MRC Liver Centre, remains at the forefront of porphyria research in the world, according to Professor Peter Meissner, chair of the 2005 Porphyrins and Porphyrias conference, held at the Breakwater campus in March.

A-Rated Researchers

Name	Department	Faculty	NRF Rating	Date(s) of Award
Prof IV Barashenkov	Mathematics and Applied Mathematics	Science	A2	2001 & 2007
Prof G Gade	Zoology	Science	A2	2001 & 2007
Prof JRE Lutjeharms	Oceanography	Science	A2	2001 & 2007
Prof LH Opie	Hatter Institute	Health Sciences	A1	2001 & 2007
Dist Prof Ph-J Salazar	Rhetoric Studies	Humanities	A1	2002 & 2007
Prof JW De Gruchy	Graduate School in Humanities	Humanities	A1	2002 & 2007
Prof JA Higgins	English Language and Literature	Humanities	A1	2002
Prof WJ Bond	Botany	Science	A1	2003
Prof GM Branch	Zoology	Science	A1	2003
Prof D Cornell	Private Law	Law	A1	2003
Prof GFR Ellis	Mathematics and Applied Mathematics	Science	A1	2003
Prof MC Kew	Medicine	Health Sciences	A1	2003
Prof BD Reddy	Mathematics and Applied Mathematics	Science	A1	2003
Prof TJ Stewart	Statistical Sciences	Science	A2	2003
Prof CL Vaughan	Human Biology	Health Sciences	A2	2003
Prof DS Chidester	Religious Studies	Humanities	A2	2004
Prof MJ De Wit	Geological Sciences	Science	A2	2004
Prof TD Noakes	Human Biology	Health Sciences	A1	2004
Prof FH Brombacher	Clinical Laboratory Sciences	Health Sciences	A1	2005
Prof G Janelidze	Mathematics and Applied Mathematics	Science	A2	2005
Prof WR Nasson	Historical Studies	Humanities	A2	2005
Prof P Pillay	Electrical Engineering	EBE	A2	2005
Prof GA Ekama	Civil Engineering	EBE	A1	2006
Prof H-P A Kunzi	Mathematics and Applied Mathematics	Science	A2	2006
Prof DJ Schalkwyk	English Language and Literature	Humanities	A2	2006
Prof JWA Cleymans	Physics	Science	A2	2007
Prof CT O'Connor	Chemical Engineering	EBE	A2	2007
Prof C Shearing	Institute of Criminology	Law	A2	2007
Prof DP Visser	Private Law	Law	A2	2007

UCT hosted the 11th General Conference of the Association of African Universities. 400 academics from 47 countries in Africa, Europe, Asia, Australia and the United States participated and President Thabo Mbeki addressed the conference. The theme was 'Cross-border Provision and the Future of Higher Education in Africa'.



African partnerships in higher education were extended with the re-launch in New York of the Foundation Partnership for Higher Education in Africa. The event, billed as 'Seven Nations, Six Foundations, One Mission', was hosted by the Ford Foundation in September.

2005

Emerging Researcher Programme

UCT monitors general performance in teaching and learning through two standing arrangements: the work of the Quality Assurance Working Group, and the annual Teaching and Learning Report from Senate to Council. During my time in office UCT introduced two complementary programmes aimed at developing professional skills in the areas of both teaching and research.

The New Academic Practitioners Programme provides new staff at UCT with an overall induction to academic life, while the Emerging Researcher Programme (ERP) aims specifically to strengthen research capacity.

The Emerging Researcher Programme was established in 2003 in a bid to facilitate the development of our staff as researchers and increase their measurable research output in order to obtain NRF rating. Participants in the programme come from all academic levels, from those starting out in their research careers to more mid-career academics.

Over the past few years, research capacity development has been a major focus with the specific objective of supporting the career development of the next generation of researchers at UCT. Thus we have seen a growth in the Emerging Researcher Programme as well as increased participation in the NRF Thuthuka Programme. The growing research output of the participants in these programmes is evidence that these programmes are effective in supporting the career development of young, black and women researchers. In 2006 we expanded our research capacity development programmes when we launched the Mellon Visiting Scholars Project. Through this project UCT supports Visiting Scholars who are invited to assist in mentoring young scholars.

As I take my leave, the pressing national challenge of growing our next generation of research leaders and of transforming our current profile of active researchers continues to be addressed through the ERP. The success of this programme is visible in its demographic profile and the number of doctoral graduates, peer-reviewed publications and new NRF ratings the programme has generated. Professor de la Rey and her team at the time deserve congratulations for the insight and determination that make this initiative work so effectively.

Conclusion

The institutional quality assurance audit by the Higher Education Quality Committee (HEQC) in May 2005 was a milestone in the life of the University of Cape Town. UCT was congratulated on our two national Centres of Excellence and commended for providing an enabling research environment that supports excellent researchers across the different science domains.

The provision of impressive infrastructure and facilities such as the Institute of Infectious Disease and Molecular Medicine was also singled out in the report. We also welcomed the HEQC recommendations which will assist us in strengthening our scholarly endeavours. One of the high-level recommendations was that we develop a more substantial articulation between teaching and learning and research. We are well on the way to addressing this issue.

2005

The Student Development and Services Department Building was renamed the Steve Biko Students Union Building in honour of one of South Africa's best-known anti-apartheid activists and founder of the country's black consciousness movement. At a special ceremony in November, Biko's eldest son, Nkosinathi, unveiled a plaque that now adorns the building.



In November Shona Sturgeon, a senior lecturer in the Department of Social Development, was made president of the World Federation for Mental Health. This makes her the first social worker to head this international advocacy group, and the first person from a developing nation to be in this post.

There can be no doubt that UCT's progress in the research arena has been excellent and I wish to pay tribute to all our researchers for their efforts and to congratulate them on their successes. I am confident that their sterling work provides a sound platform upon which to move forward as one of the world's leading research universities.

I would also like to express my profound appreciation to all the staff who provided the necessary professional, technical and administrative support for our research activities. This too was an integral ingredient in the recipe for progress and achievement. Your commitment, passion and drive contributed to realising our mission to be an outstanding research-led university.

At the end of 2001 we said goodbye to Deputy Vice-Chancellor for Research and Innovation Dr Sibusiso Sibisi, who left UCT to take up the position of President and CEO of the Council for Scientific and Industrial Research. We remain grateful for his leadership in the research arena during his time here. Professor Cheryl de la Rey took over the reins in mid-2002 and went on to provide strong and decisive leadership over most of the period under review. Her dedication saw the adoption of several exciting new research ventures which steadily increased the University's research capacity over the next six years. It was with regret that we bade her farewell earlier this year as she took up the reins as the CEO of the Council on Higher Education. We wish her well in her new post.

We say a resounding "Thank you" to all our donors and funders for their generous support and give a special vote of thanks to all our research partners across the range of government, business, industry and non-government organisations for their support of and commitment to our research enterprise.

In our quest for knowledge across many disciplines, our researchers continue to find ingenious and cost-effective innovative solutions to issues facing Africa. Our challenge for the future is to expand the number of areas in which we are internationally competitive and to grow a critical mass of top-class researchers to ensure the sustainability of our research excellence. UCT must also begin to shift our benchmarking parameters from the national to the international landscape and start benchmarking our research in terms of our global competitiveness. This is a most significant and important challenge.

Six UCT researchers were recipients of some of the first awards made from the Patent Incentive Fund, established by the Department of Science and Technology. The awards aim to encourage higher education institutions to capitalise on innovations through patent and design registrations.



UCT conferred four honorary degrees at the 2005 December graduation ceremony. The degrees were awarded to anti-apartheid stalwart Albertina Sisulu, art patron Hans Porer, HIV/AIDS campaigner Dr Fareed Abdullah, and oceanographer Professor Arnold Gordon.

2005

5. Transformation and employment equity

During my time at UCT I have consistently emphasised the point that transformation must be viewed as a multifaceted and integrated process by which the University continuously renews itself in an ongoing effort to represent, in all aspects of its life and functions, the vision and ideals of its mission and values.

I have been most fortunate as Vice-Chancellor to have had very strong leadership at Deputy Vice-Chancellor's level in Professor Cheryl de la Rey – who in the initial period held the transformation portfolio – and Professor Martin Hall, who creatively consolidated various initiatives when he took responsibility for the portfolio. Professor Hall in particular deserves credit for his significant leadership over the last years in this portfolio and I believe the University – despite many challenges that remain – can justifiably feel proud of what has been achieved.

In formulating our transformation agenda we wished to accomplish the following objectives:

- to redress past injustices
- to promote equal opportunity for all
- to reflect in the profile of our students and staff the demographics of South Africa to safeguard human rights
- to ensure that our system of governance, our teaching and learning, and our research and service uphold the inherent dignity of all, and meet the development needs of South Africa's emerging democracy.

Transformation and employment equity milestones

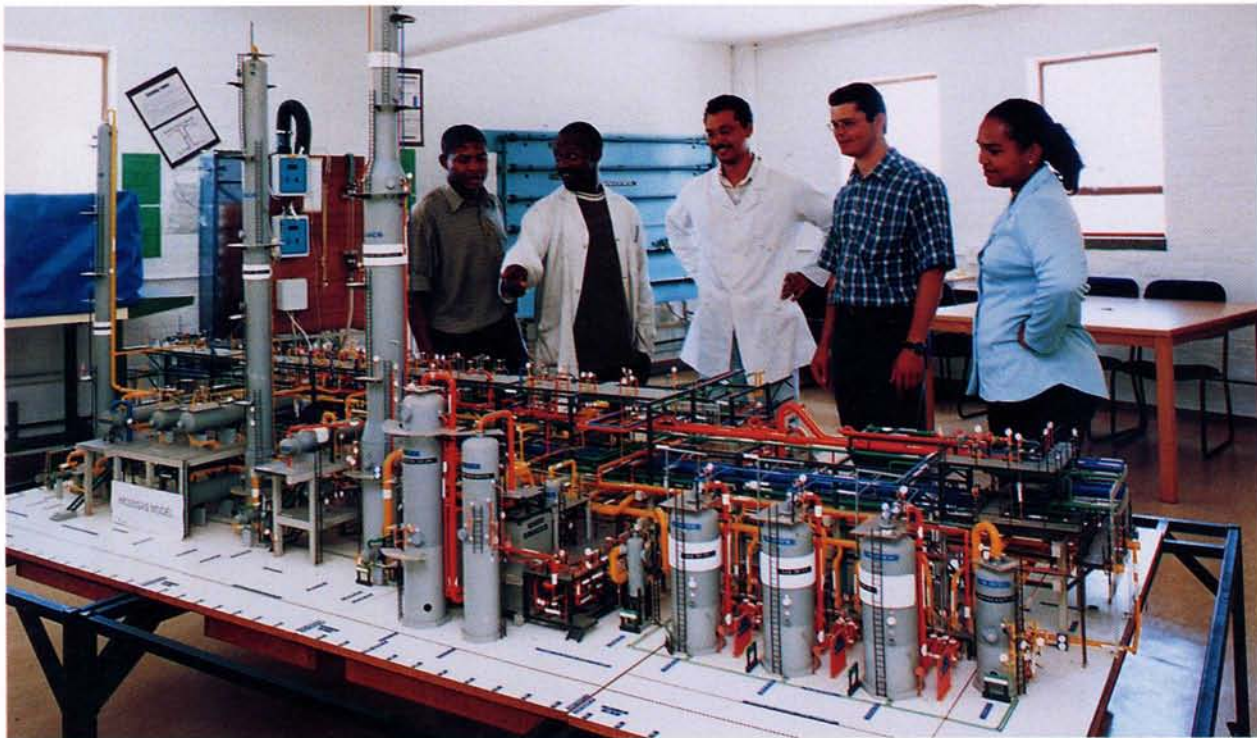
2001	First student institutional climate survey conducted
2003	Transformation Action Guides adopted
2003	Transformation Manager and Employment Equity Manager posts created and the Transformation Management Advisory Group established
2003:	First institutional climate survey conducted
2004	Employment equity policy approved by Council
2004	Student equity policy approved by Council
2004	Multilingual language plan launched
2004	Second student institutional climate survey conducted
2005	New admissions policy
2005	Living Transformation Plan launched
2006	First Khuluma climate intervention programmes held
2007	Second institutional climate survey conducted
2007	Mamela colloquia launched for Khuluma participants

2006

The Little Theatre, an interdisciplinary unit run in association with UCT's Drama Department, celebrated its 75th anniversary in 2006. Situated on the University's historic Hiddingh Campus in central Cape Town, the Little Theatre provides theatre spaces and facilities for theatre research as well as production opportunities for theatre, film and television companies and community groups.



In February 2006, Vice-Chancellor and Principal Professor Njabulo S Ndebele indicated that UCT would seek to strengthen its links with the developing world in response to global economic needs.



Transformation has begun to permeate every level of the University. Ultimately it is a process that should involve every member of the University community and underpin all our activities. It is about responsiveness that is based on inward and outward reflection. Its essence includes responding to students and staff, positioning UCT internationally, and acknowledging the strengths and weaknesses of the University's legacy.

Fundamentally, transformation at UCT must always be about the teaching, learning and research environment and activities, requiring the University to broaden student access and to continually review its curriculum. This should be done not only for its national, continental and global relevance, but also in terms of the interface between our goal to be research-led and the challenges of an enriched teaching and learning environment. Procedures have been put in place to ensure that transformation is considered as a performance management objective and that this will give us the best possible chance of success.

An overview of national developments in higher education during my tenure and the manner in which transformation is being grappled with by other tertiary education institutions suggests that many of the challenges and issues being faced by UCT are not institution-specific, but are widely shared across the higher education sector.

The restructuring of many facets of the national higher education system has led to an array of new policies and structures that have required compliance from tertiary education institutions. The challenge remains for

In March 2006, world-renowned professor of sports science Tim Noakes was appointed visiting professor at Glasgow University.



In April 2006, DataFirst, a resource unit at UCT, was selected by the World Bank to exclusively house its entire collection of Investment Climate Survey data. The database covers a broad spectrum of 52 emerging countries, including the South African investment climate survey that was conducted in 2004.

2006

UCT to meet the requirements of wide-scale systems-change, as articulated in national policy and legislation. We cannot do this successfully without setting our own transformation agenda and managing the associated process of internal institutional change.

As discussed in Chapter 2 ('Building coherence'), the Transformation Action Guides were adopted in 2003 and served as a charter for the implementation of measures that would drive transformation at UCT. To help steer this process Transformation Manager and Employment Equity Manager posts were created and the Transformation Management Advisory Group was established.

The UCT employment equity plan was approved by Council in October 2004. One of the primary aims of UCT's employment equity plan is to ensure the development of a critical mass of black staff operating at all levels, with an equitable representation of women and people with disabilities. During 2005, the plan provided an overall framework within which department-specific employment equity plans were set, executed and tested. The plan calls for both internal and external candidates from the designated groups to be considered for vacant positions and states that the potential of these candidates must also be identified and supported with appropriate education and skills development opportunities. Ultimately the plan calls for UCT's staff profile to reflect – in the long-term – appropriate South African demographics.

The Joint Consultative Forum on Employment Equity meets four times a year to monitor the overall progress made by the University in meeting its equity objectives. As with UCT's overall transformation drive, our progress is continually monitored against the employment equity plan. We have set solid foundations for further transformation; however, attaining targets will remain an enormous challenge due to the complexity of factors affecting equity at an institution such as UCT.

Policy directives

Between 2003 and 2008 the University developed nine policies related to its transformation objectives and two others are in draft format. UCT also developed a Code of Conduct for the contractors of outsourced workers.

The Employment Equity Policy, the Student Equity Policy, the Admissions Policy, the Policy for the Recognition of Prior Learning and the Multilingual Language Plan all focus on social justice and aspects of redress. They elaborate on our key transformation objectives as highlighted in the Transformation Action Guide and the Living Transformation Plan as discussed at the beginning of this report.

The policies dealing with Sexual Harassment and Sexual Offences have been approved by Council, while the policies on Special Relationships between Students and Staff and Racial Harassment and Discrimination are due to be approved by Council shortly. The policies are all aimed at protecting human rights and are directly linked to our institutional values, our code of good practice and the institution's disciplinary procedures. These policies are also compliant with national policy imperatives.

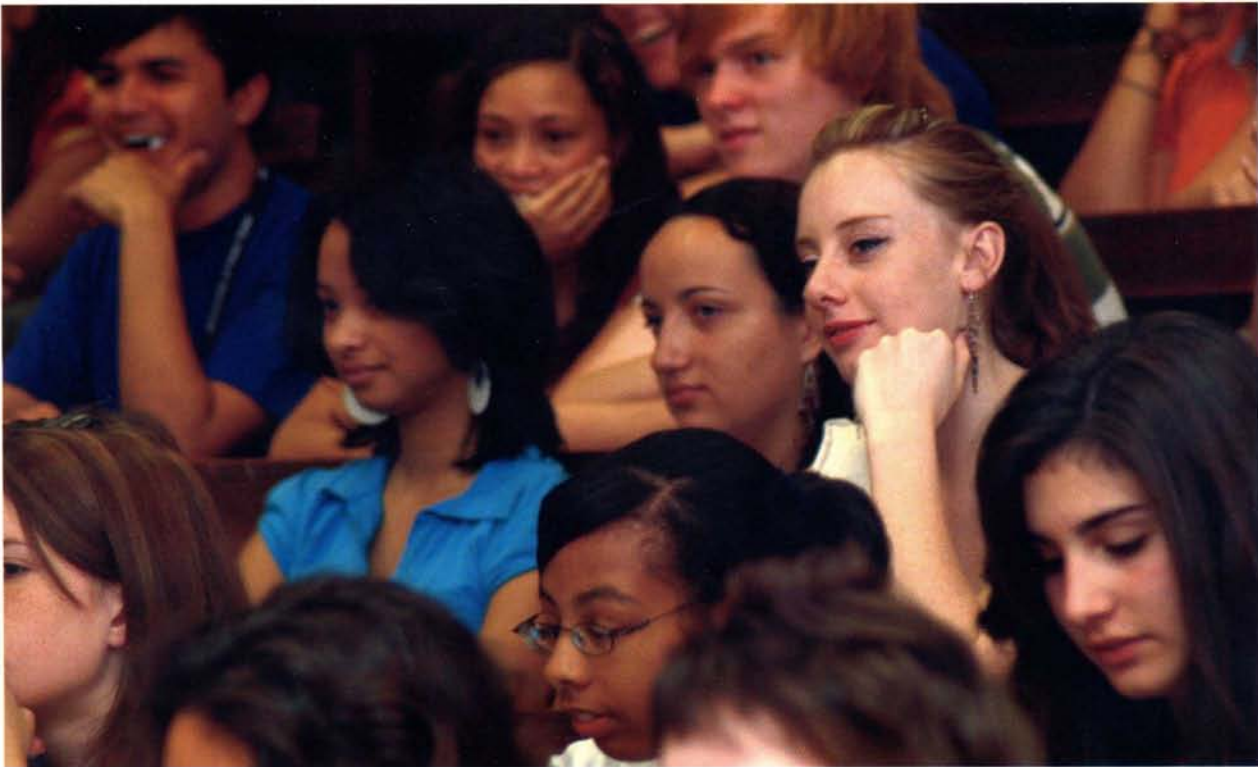
There are two more policies in preparation, namely the Disability Policy and the Policy on Social Responsiveness. Among other issues, the first policy looks at challenges relating to improved equity planning for staff and

2006

The International Academics Programmes Office (IAPO) celebrated its 10th anniversary in April.



Former vice-chancellor Dr Mamphela Ramphele, now the chairperson of Circle Capital Ventures, announced a R5-million pledge to UCT at the Steve Biko Memorial Lecture in September 2005 as a contribution to the UCT Chancellor's Challenge. The agreement between the company and UCT was finalised in April 2006.



student with disabilities, while the second policy will guide quality assurance for research, teaching and learning programmes social engagement.

2005 saw the launch of a Living Transformation plan with the overall objective of deepening transformation at UCT. In launching the Plan I emphasised that the Plan would only be implemented successfully if transformation was understood as a performance management objective that was practised throughout UCT's teaching, learning and research enterprises. Ongoing transformation has to be understood within the context of the restructuring of the higher education system and its corresponding policies and structures which require compliance from tertiary education institutions.

I also redesigned and realigned the key portfolios of the UCT executive in order to bring about a greater strategic focus that would drive transformation at multiple levels. The ultimate aim of the plan is to make transformation at UCT a reality and, looking back, I do believe we have made excellent progress in this regard.

At the end of 2005, the executive portfolio responsibility for transformation was aligned with that of planning and quality assurance. Professor Martin Hall became the Deputy Vice-Chancellor responsible for Transformation and was tasked with ensuring the co-ordination of appropriate processes to achieve University-wide transformation objectives. Reporting lines of some key transformation-related units also changed with

In May the atrium in the Hoerikwaggo building, home to the Centre for Higher Education Development, was named the ZK Matthews Gallery in honour of the intellectual activist and struggle icon Zachariah Keodirelang Matthews, the grandfather of Education Minister Naledi Pandor.



In June 2006, UCT commemorated the 40th anniversary of US Senator Robert F Kennedy's visit and his "tiny ripple of hope" speech in Jameson Hall.

2006



Professor Hall also assuming responsibility for the Discrimination and Harassment Office (DISCHO) and the HIV/AIDS Co-ordination Unit (HAICU).

The Transformation Management Advisory Group (TMAG) was also reconstituted to form the Transformation Management Advisory Co-ordinating Committee (TMACC). TMACC membership is comprised of the Transformation Manager, Employment Equity Manager, the Directors of the Institutional Planning Department, the Office of the Vice-Chancellor, HAICU, DISCHO, the Department of Student Affairs, and a manager from the Department of Communication and Marketing. Chaired by Professor Hall, the committee is extended on a quarterly basis to include representatives from Transformation Committees of all PASS departments and faculties. The key responsibility of this extended committee is to advise on, report and monitor transformation.

In line with making transformation a performance management objective, there has been improved accountability for transformation at senior management level. Transformation indicators are included not only in the performance management system, but also in the quarterly performance reviews of the SLG.

Employment Equity

The issue of employment equity (EE) continues to be somewhat controversial and has been the topic of much debate, receiving considerable national attention. UCT's stance on EE has been in the spotlight and one of the common criticisms is that EE planning amounts to apartheid-style social engineering and that it will reinforce racial categorisation and perpetuate polarisation.

2006

UCT entered a trilateral agreement with Brown University in the US and the University of West Indies in Jamaica, which centered on African and African diasporic thought.



In August 2006, HIV/AIDS Co-ordination - UCT and the South African Business Coalition on HIV/AIDS launched a joint initiative which was aimed at bringing Western Cape businesses together to discuss best practices in dealing with the disease and its prevention in the workplace.

Everyone at UCT should focus on the moral imperative that allows for the positive discrimination in our Constitution and to be mindful of the racially skewed skills profile. In making the case for continued support and improvement of EE planning, it is important to recognise the limiting impact of apartheid on higher education development. At UCT the dominant belief is that EE planning is an important corrective device for creating individual opportunity, but also for advancing the system as a whole. The more diverse universities are, the more likely it is that all students will benefit from exposure to a wider range of scholarly perspectives and ideas.

Many gains have been made after developing our EE succession plan in 2004. Centred on setting achievable targets, it is an integrated model, with clear and achievable milestones. In a departure from previous years, there is now also recognition that appropriate support and guidance should be given to new staff.

The new model involves employing staff members one to three years prior to their designated post being vacated. From the outset, the new staff member is given a clear set of expectations that have to be met to confirm a permanent position. During the bridging period, the person adjusts to and gains experience in teaching, establishes and pursues a research plan and, if necessary, works towards the completion of his or her PhD.

In addition to this period of preparation, new staff members will receive support and 'in-house' training through UCT's Emerging Researcher Programme and New Academic Practitioners Programme, and the appointment of an official mentor in the form of a senior staff member in their departments.

Retaining staff is as important as recruitment. A great deal of thought and effort has gone into devising a holistic and multifaceted plan aimed at making UCT a real home to new academics.

We are extremely grateful to the four donor foundations – Atlantic Philanthropies, the Andrew W. Mellon Foundation, the Carnegie Corporation and the Vodafone Foundation – who have graciously extended their support for our plan to accelerate the process for achieving our equity goals.

The role of the EE committees was expanded to address broader transformation concerns that were emerging as employment equity challenges were being considered. We gave a deadline of July 2006 for all faculties, and PASS departments were expected to have transformation committees that were democratically constituted and which had in place a clear programme of action which addressed UCT's transformation objectives.

Strengthening the advisory role of the Institutional Forum

Council agreed that the Institutional Forum (IF) co-chairs be granted space on the Council agendas for reporting the advice of the IF. In an agreement with the IF, it was also noted that the Council would formally respond to the IF on advice offered. Following discussions, the Joint Consultative Forum on Employment Equity, a forum which draws on Employment Equity representatives of Faculties and PASS Departments, has been adopted as an official sub-committee of the IF.

Recent interventions to support UCT's EE plan

In 2005 a document outlining a climate intervention strategy was developed jointly by the Transformation Office and the Institutional Planning Department. The intervention strategy provided a broad transformation

Civil engineer Professor George Ekama, recognised internationally for his work on wastewater treatment systems, received an A1-rating from the National Research Foundation.



Research by a Chinese university positioned UCT as the highest-ranked South African and African university, according to a survey entitled 'Academic Ranking of World Universities'. The survey was conducted by the Institute of Higher Education at Shanghai Jiao Tong University in China. For the purpose of the study, institutions are ranked using a series of comparable indicators of academic or research performance.

2006



Vice-Chancellor and Principal Professor Njabulo S Ndebele and SRC president Thulani Madinginye address students at a gathering held on 29 February 2008 to protest the racist incident at the University of the Free State.

framework for the University. This was developed in response to the feedback received on the climate surveys conducted in 2003 (see above). The strategy also drew on recommendations by staff and student organisations about areas requiring transformation. The climate strategy included:

- addressing policies, procedures and accountabilities that were highlighted as problem areas in the surveys
- using symbolic spaces, events and dates to value the diversity of the UCT community
- implementing the Khuluma programme which was devised to make individuals reflect on the diversity of the UCT community and to understand their underlying assumptions and how these could impact on human relations, as well as on UCT policies, procedures and practices.

The latest 2007 statistics show that while some gains have been made regarding employment equity, there is also room for improvement as there is clear evidence that in certain areas our employment equity policy is not leading to significant change in the equity profiles of our staff.

An analysis of progress so far against numerical targets during the first cycle of the current EE plan shows mixed success. Viewing an assessment of the key EE categories of race, gender and disability reveals that targets have been exceeded in some instances, for instance in the category of white women at professorial and associate

2006

In August, Nobel Laureate Prof Robert Grubbs delivered a lecture on "green chemistry" as part of the Vice-Chancellor's Open Lecture series.



Emeritus Distinguished Professor George Ellis received the Order of Mapungubwe for his excellent contribution in the field of science and for putting South Africa on the world stage. Cardiologist Emeritus Professor Lionel Opie also received the award and author Professor André Brink was honoured for his contribution to literature and for fighting for a just and democratic society.

professorial levels, coloured and white men and Indian women at lecturer and senior lecturer level, and African men and coloured staff in pay classes 12–13. However, examples of targets that have not been met include white women at lecturer and senior lecturer level, coloured women at professorial and associate professorial level, and African men at lecturer and senior lecturer level and in pay classes 5–7.

As of 2006, the Recruitment and EE offices rolled out selection and recruitment workshops designed to raise senior and middle managements' awareness of UCT recruitment policies and good practice. The workshops showed how this could be aligned to UCT's goals and its EE policy.

In 2007 these workshops were extended to all rungs of management and to Transformation Committee members. A regular demand for these workshops continues to this day. In mid-2007 a workshop was held for academic heads of department regarding the provision of mentoring staff at lecturer and senior lecturer level, and aimed to encourage them to make mentoring available to all lecturers.

Student Equity Planning

UCT does not have a qualitative report focusing on student equity. However, there are three important indicators which help us monitor the status quo, namely:

- headcount student and postgraduate enrolments by population group
- postgraduate student enrolments by gender

Headcount student enrolments signal cause for concern if we look back at African enrolments between 2002 and 2007. It appears that there has been no real growth in enrolment as the overall enrolment of African students had dropped from 19% in 2003 to 18% in 2006. During the same period, coloured students' enrolment also dropped – from 14% to 13% – and Indian enrolment fluctuated between 6% and 7%. The enrolment of white students decreased from 46% in 2002 to 41% in 2006, while the number of international students studying at UCT increased by 6 percentage points, accounting for 24% of total student enrolment in 2006.

The enrolment of both African and white postgraduate students dropped between 2002 and 2006: African students from 14% in 2002 to 12% in 2007. Coloured student enrolment dropped from 13% in 2002 to 12% in 2006 and Indian remained relatively constant between 5% and 6%. International postgraduate enrolment grew slightly from 21% in 2002 to 23% in 2007.

The participation of postgraduate women students has increased from 45% in 2002 to 48% in 2006. While this growth is laudable, a closer investigation shows that this increase is mainly due to white women registering for postgraduate studies during the last few years.

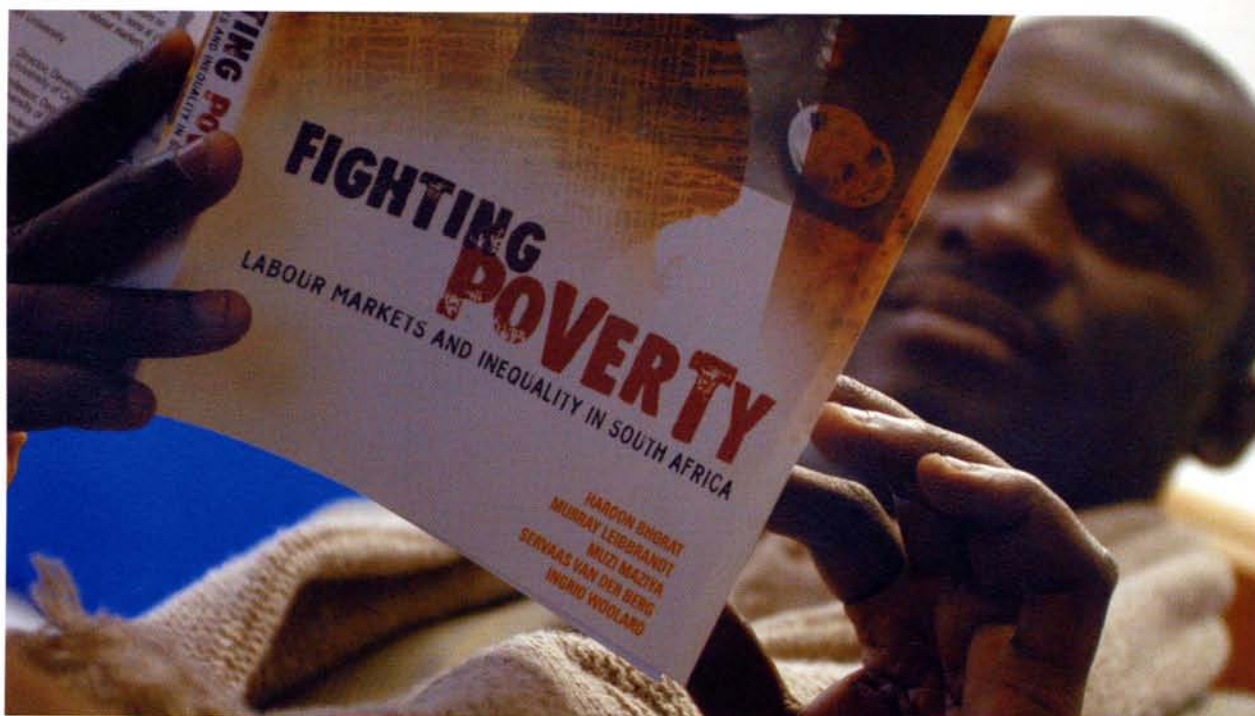
The current situation with regard to enrolment is obviously in large part due to historical legacies and societal shifts, but these factors alone do not entirely account for our failure to recruit larger numbers of black undergraduate and postgraduate students. In the years ahead it is vitally important for the University to renew its efforts to recruit black South Africans in both undergraduate and postgraduate programmes.

In September 2006, UCT Vice-Chancellor Professor Njabulo S. Ndebele was awarded an honorary doctorate by the University College of London.



UCT won the Excellence in Corporate Governance Award for higher education institutions at the PricewaterhouseCoopers 2006 Higher Education Conference, held in Port Elizabeth in September.

2006



Transformation and the curriculum

In recent years a great deal of energy has been channelled into making sure that transformation issues are integrated into our curriculum. Most notably there has been a review of curriculum development, the Academic Review, the introduction of multilingualism into the curriculum, the introduction of service learning through community engagement and the design of academic development curricula.

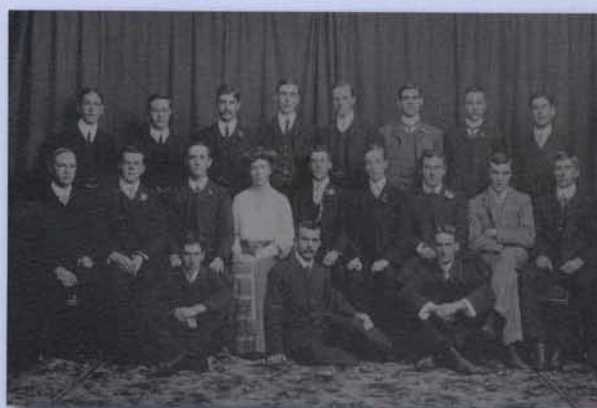
UCT's many specialist units that focus on research and teaching related to social justice are also at the coalface of many issues pertaining to transformation. The African Gender Institute, the Institute for Cultural and Diversity Studies and the Gender Health and Justice Unit are just some of the units that are contributing to the growth and dissemination of knowledge related to transformation matters and place our academics among South Africa's leading thinkers in these areas.

Institutional culture

Perceptions around UCT's institutional culture have always been widely discussed and many in the community offered their thoughts on this matter during my first few years here. In 2003 we launched the first Institutional Climate Survey to gain baseline data on staff perceptions of the climate within UCT. Among other reasons, this was done with a view to enhancing the retention of talented black staff. These findings led to the creation of a climate intervention strategy which included the alignment of UCT's admissions policy with its residence

2006

The University's Students Representative Council celebrated 100 years of existence in 2006. Pictured right is the 1906 Students Representative Council at UCT.



Famed writer and poet Rudyard Kipling spent eight summers in Cape Town, between 1900 and 1908, quartered at what is now UCT's Woolsack Residence as a guest of Cecil John Rhodes. To mark those historic visits, Dr Jeffery Lewin of the UK-based Kipling Society visited UCT to present a plaque to the residence.

placement policy, a code of conduct for outsourced workers, and a progress report on the existing sexual harassment and rape policy. The strategy also re-explored a number of issues and policies including student representation on University committees and Council, the appointment of senior leadership, the student equity policy, the HEQC audit, and the singing of the national anthem at graduation. For the first time students also participated in climate surveys in order to gain a holistic understanding of all the views of the University's major stakeholders.

In 2007 we contracted an external agency to conduct a second institutional climate survey (ICS) among all staff. The main objectives of the survey were to assess the current experiences of UCT staff regarding institutional climate, to use the 2003 climate survey findings to ascertain the extent of institutional climate change over the last four years, and to investigate the perceived impact of current institutional initiatives. The 2007 ICS instrument was largely based on that of 2003, to allow for comparison. In order to gain a deeper insight into the results, qualitative measures were also included through the use of open-ended questions in the survey instrument, as well as through focus group discussions.

Since the first ICS, much has been done to improve institutional culture by addressing some of the key concerns raised in the survey. The Transformation Office has run a number of different initiatives, including:

- the creation of safe spaces for discussion
- improved communication on transformation
- acknowledgement of human rights abuses during apartheid
- the Khuluma and Mamela programmes

Institutional culture initiatives

UCT's primary responses to the outcomes of the Institutional Climate Surveys have been the Khuluma, Mamela and Respect programmes.

Khuluma, UCT's climate intervention strategy, is aimed at providing a relatively safe space for in-depth conversations on perceived problem areas regarding transformation at UCT. Consisting of institution-wide workshops, it was developed as a response to staff and student concerns that were expressed regarding the climate within the University. The workshops focus on racial stereotypes and participants are encouraged to explore their own assumptions and experiences in an environment that confronts that which is usually left unsaid. These exercises help participants recognise their own arbitrary and unfair stereotypes and seek to link personal awareness with healthy and productive organisational behaviour.

Khuluma has been offered in partnership with a facilitation company called ProCorp and more than 600 staff have taken part during the past two years.

Although there has been some valid criticism about some aspects of the workshops, the response from staff has been overwhelmingly positive. I am of the opinion that the Khuluma workshops are an important initiative for

UCT launched the MA-RE Institute, or Marine Research Institute, one of the University's Signature Themes. Cape Town is strategically positioned between cool and warm ocean currents and has ready access to three major world oceans, making it an optimal location for marine research.



In November, Dr Stephen Lawn of the Desmond Tutu HIV Centre was honoured by the International Union Against Tuberculosis and Lung Disease. The organisation, dedicated to the prevention and control of tuberculosis and lung disease, especially in middle- and low-income countries, awarded Lawn its Union Scientific Prize for his work on HIV-associated TB.

2006

the University, ensuring meaningful dialogue among colleagues and creating shared understandings of how we view our past, present and possible future.

Mamela colloquia to continue conversations started at the workshops. The idea of Mamela was to keep Khuluma linked to transformation and ensure that the systemic issues regarding UCT that were raised in the workshops were given an institutional space for discussion.

Mamela has provided a space for all Khuluma graduates to meet, bond and raise transformation concerns and, in some instances, these initiatives have been put into place after the Khuluma workshops.

The value of Khuluma and Mamela is that space is made for unpacking and delving into the complex terrain of human relationships, particularly in post-apartheid South Africa. The workshops have succeeded to some extent in building new relationships and improved understandings of race and racial difference. They have also assisted in developing a common set of institutional values and have provided a forum for understanding racialised experiences of the past and problem areas in UCT's systems, processes and leadership. There has been discussion that Khuluma will eventually broaden its scope and shift from its focus on racism, as many social activists on campus have raised concern about the exclusion of other areas of concern such as gender, disability, xenophobia and homophobia. I fervently hope that some of the areas of concern regarding transformation at institutional level will continue to be taken up and addressed by transformation committees and the UCT Transformation Forum.

Respect

During 2007 we launched a major campaign, entitled Respect, to boost a culture of courtesy and mutual respect for people and opinions that is critical to ensuring transformation at UCT. Respect was launched on Human Rights Day and with its launch the University recommitted itself to creating an inclusive learning and work environment and reiterated that, as an institution, it can only fulfil that commitment through the actions of each and every member of the community.

Unless we openly and honestly debate and discuss issues that include perceptions of racism, sexual harassment, intolerance and xenophobia we will never be able to foster a healthy institutional climate. The latter is an absolutely achievable goal and one that will ensure that UCT maintains its position as one of Africa's leading tertiary institutions.



One of the highlights of the Respect campaign was the development of an industrial theatre project that focuses on stereotypes and prejudice. Masters students from the University's Drama Department have integrated this concept into their research and have explored ways of using theatre and comedy to highlight issues raised in the ICS. The first skit was presented on campus and assessed by MPhil students in the Institute for Cultural and Diversity Studies to gauge whether it portrayed a good understanding of the transformation issues at stake.

2007

UCT's Children's Institute launched its 2006 South African Child Gauge, just as the African National Congress declared 2007 as The Year to Intensify the Struggle against Poverty. The edition focused on children and poverty.



In March 2007, the Vanderbilt University and the University of Cape Town signed an agreement aimed at increasing the number of black scientists from South Africa. Under the agreement Vanderbilt and UCT would be core partners in research and education initiatives benefiting students, faculty and staff at both universities.



One of SHAWCO's mobile clinics from which UCT medical students deliver much-needed health services to various communities in the greater Cape Town area, under supervision of trained medical professionals.

Social responsiveness

An important milestone in UCT's recent history was the institutional audit carried out by the Higher Education Quality Committee in 2005. The report – the first of its kind at a public institution – was an exercise which required us to put our academic practice under close scrutiny for our self-evaluation report. We have now produced our fourth report – a report that is proving invaluable in providing us with information and tools to further improve our teaching and learning practices.

These reports serve as a tribute to the University's outstanding intellectual capital and steadfast commitment to both transformation and the betterment of society. They describe the myriad ways in which members of our community address the social, economic, cultural and political imperatives of the wider community and then disseminate this knowledge. Their activities speak to the core of our mission.

Although social responsiveness has long been part of our University's ethos, these case studies illustrate that it has become institutionally embedded and now takes its rightful place as an integral part of our academic enterprise – unequivocally enhancing excellence in both teaching and research. As people in all walks of life realise that responsibility for positive changes rests initially with the individual, the tide is turning on the "me" society that was so pervasive during the latter part of the last century.

In 2007, the University was awarded 26 of the 71 new research chairs on the national Department of Science and Technology's South African Research Chairs initiative.



Professor Francis Petersen was appointed as the new Dean of the Faculty of Engineering & the Built Environment. Professor Petersen succeeds Professor Cyril O'Connor.

2007

The intensification of UCT's social responsiveness mirrors the shift that is taking place globally. Whether this shift has been spurred on by a series of crises such as intensifying conflicts throughout the world, crises in global financial services industries, or the recognition of the increasing gap between rich and poor, it is apparent that there is a move towards civic-mindedness across the world.

A central goal of our mission is to produce graduates who are capable of critical and creative thinking and who can also contribute to transformation. At UCT we believe our drive towards embedding social responsiveness on an institutional level is already nurturing a new generation of civic-minded graduates who will go on to become citizens of the world, willing and able to develop their collective capacity to find innovative solutions to common problems. We take pride that our graduates will be well equipped to respond to diverse social and economic needs, build a vibrant civil society, and consolidate democracy.

Challenges facing transformation and employment equity at UCT

Over the past eight years the University has committed itself to advancing transformation. In the past five years a number of policies and initiatives have ensured that institutional planning and culture have become aligned to the same goals.

We have scored some successes in the areas of student access and development, employment equity, changing institutional culture to be more all encompassing, and establishing a more formalised form of

Table 5.1: Headcount student enrolments by population group

FACULTY	AFRICAN							COLOURED							INDIAN						
	2001	2002	2003	2004	2005	2006	2007	2001	2002	2003	2004	2005	2006	2007	2001	2002	2003	2004	2005	2006	2007
COMMERCE	864 18%	820 17%	906 17%	979 18%	1025 19%	1043 19%	1082 21%	557 12%	583 12%	651 12%	688 13%	727 13%	689 13%	654 13%	376 8%	380 8%	460 9%	530 10%	564 10%	571 11%	557 11%
GSB	47 16%	76 18%	79 16%	106 18%	105 15%	133 20%	126 21%	45 15%	62 14%	81 17%	81 14%	111 15%	84 13%	80 13%	14 5%	25 6%	30 6%	34 6%	66 9%	55 8%	48 8%
EBE	751 28%	726 27%	704 25%	712 24%	749 23%	750 22%	765 22%	250 9%	268 10%	307 11%	306 10%	305 9%	332 10%	360 10%	129 5%	145 5%	146 5%	153 5%	191 6%	183 5%	207 6%
HEALTH SCIENCES	474 18%	424 16%	428 16%	499 18%	532 18%	571 19%	549 20%	392 15%	401 15%	392 15%	413 15%	440 15%	456 16%	454 16%	239 9%	238 9%	248 9%	266 9%	283 10%	285 10%	268 10%
HUMANITIES	166 16%	1049 19%	980 17%	936 16%	793 14%	747 13%	742 13%	175 17%	934 17%	969 17%	939 16%	791 14%	815 15%	951 17%	59 6%	159 3%	146 2%	156 3%	160 3%	173 3%	177 3%
LAW	958 19%	121 12%	90 9%	111 10%	121 12%	96 10%	105 13%	834 17%	169 17%	149 15%	161 15%	151 15%	130 13%	107 13%	158 3%	53 5%	68 7%	66 6%	65 6%	66 7%	40 5%
SCIENCE	428 20%	484 20%	479 19%	462 18%	471 18%	503 19%	505 20%	233 11%	261 11%	277 11%	264 10%	262 10%	261 10%	257 10%	110 5%	120 5%	136 5%	138 5%	138 5%	137 5%	136 5%
TOTAL	3688 20%	3700 19%	3666 18%	3805 18%	3796 17%	3843 18%	3874 18%	2486 14%	2678 14%	2826 14%	2852 13%	2787 13%	2767 13%	2863 14%	1085 6%	1120 6%	1234 6%	1343 6%	1467 7%	1470 7%	1433 7%

2007

UCT opera student Pretty Yende stole the show in Mantua, Italy, landing the role of Musica in the special birthday performance of Monteverdi's opera *L'Orfeo* on 24 February 2007 – 400 years to the day after its opening in 1607. At just 21, Yende was the youngest among the 60 contenders vying for the role.



The Faculty of Health Sciences received two substantial grants in excess of R8 million from the US National Institutes of Health for research in HIV prevention and HIV treatment. Both grants involve the Infectious Diseases Epidemiology Unit of the School of Public Health and Family Medicine, as well as the Desmond Tutu HIV Centre in the Institute of Infectious Disease and Molecular Medicine.

social responsiveness. We have achieved much in the way of establishing structures and finding resources to implement our transformation objectives. We have also made admirable progress with regard to employment equity, institutional culture and social responsiveness. As stated previously, the area which needs to be addressed without delay is that of student equity. Plans are already under way to review this area and to put in place urgent measures to address our equity targets.

Successful transformation needs to be sustainable and the transformation impetus at a university cannot be sustained without an adequate budget. UCT needs to accelerate its fundraising initiatives to address this aspect of transformation.

Funding – or lack of it – is also crucial to success or failure in transformation and employment equity. Funding will determine how the University chooses to make the hard decisions about the structure of departments and faculties, and whether the institution can continue to afford key central services that support the core academic enterprise. Funding also directly affects our ability to headhunt and retain talented individuals who want a clear career plan and market-related salaries.

The University will also have to continue to respond appropriately to government and other stakeholders around issues related to transformation. We also need to find a balance in meeting the demands of industry and civil society as tertiary institutions play a more considered role in the national development agenda.

WHITE							INTERNATIONAL							TOTAL							
2001	2002	2003	2004	2005	2006	2007	2001	2002	2003	2004	2005	2006	2007	2001	2002	2003	2004	2005	2006	2007	
2477	2617	2688	2574	2469	2297	2166	344	464	588	681	701	689	673	4691	4869	5298	5464	5521	5359	5221	COMMERCE
53%	54%	51%	47%	45%	43%	41%	7%	10%	11%	12%	13%	13%	13%	100%	100%	100%	100%	100%	100%	100%	
150	223	248	258	311	223	189	35	40	43	69	91	104	119	291	429	490	574	724	655	601	GSB
52%	52%	51%	45%	43%	34%	31%	12%	9%	9%	12%	13%	16%	20%	100%	100%	100%	100%	100%	100%	100%	
1010	1023	1089	1123	1255	1270	1368	383	552	595	670	752	784	786	2673	2717	2845	2969	3276	3365	3526	EBE
38%	38%	38%	38%	38%	38%	39%	14%	20%	21%	23%	23%	23%	22%	100%	100%	100%	100%	100%	100%	100%	
1295	1303	1282	1334	1317	1229	1139	173	240	274	308	332	306	297	2644	2606	2624	2830	2964	2937	2786	HEALTH SCIENCES
49%	50%	49%	47%	44%	42%	41%	7%	9%	10%	11%	11%	10%	11%	100%	100%	100%	100%	100%	100%	100%	
342	2465	2611	2648	2606	2387	2323	253	976	1130	1237	1400	1341	1418	1008	5597	5846	5925	5801	5554	5719	HUMANITIES
34%	44%	45%	45%	45%	43%	41%	25%	17%	19%	21%	24%	24%	25%	100%	100%	100%	100%	100%	100%	100%	
2259	314	335	362	378	382	333	706	329	361	391	307	286	236	4998	987	1003	1092	1027	967	828	LAW
45%	32%	33%	33%	37%	40%	40%	14%	33%	36%	36%	30%	30%	29%	100%	100%	100%	100%	100%	100%	100%	
993	1089	1114	1134	1090	1045	964	285	418	511	578	646	633	582	2102	2373	2520	2584	2629	2617	2489	SCIENCE
47%	46%	44%	44%	41%	40%	39%	14%	18%	20%	22%	25%	24%	23%	100%	100%	100%	100%	100%	100%	100%	
8526	9034	9367	9433	9426	8833	8482	2179	3019	3502	3934	4229	4143	4111	18407	19578	20626	21438	21942	21454	21170	TOTAL
46%	46%	45%	44%	43%	41%	40%	12%	15%	17%	18%	19%	19%	19%	100%	100%	100%	100%	100%	100%	100%	

Note: These figures include occasional students

The Centre for High Performance Computing was launched on 22 May. The CHPC is a collaboration between the Department of Science and Technology, UCT and the Meraka Institute of the Council for Scientific and Industrial Research (CSIR). It is hosted on the CSIR campus in Rosebank, Cape Town.



In June, UCT awarded an honorary Doctor of Laws degree to Pravin Gordhan, Commissioner of the South African Revenue Service (SARS). Gordhan is credited for turning SARS into one of the flagship entities in the government.

2007

Table 5.2: Undergraduate student enrolments by population group

FACULTY	AFRICAN							COLOURED							INDIAN						
	2001	2002	2003	2004	2005	2006	2007	2001	2002	2003	2004	2005	2006	2007	2001	2002	2003	2004	2005	2006	2007
COMMERCE	717 18%	696 17%	794 18%	849 19%	881 19%	887 20%	944 22%	483 12%	497 12%	534 12%	582 13%	609 13%	576 13%	545 13%	333 8%	327 8%	383 9%	460 10%	498 11%	499 11%	493 12%
GSB	35 49%	59 29%	62 23%	64 23%	38 14%	58 24%	54 23%	27 38%	46 23%	65 24%	53 19%	57 22%	38 16%	34 15%	— 0%	8 4%	19 7%	18 7%	26 10%	17 7%	16 7%
EBE	623 32%	597 29%	583 27%	593 26%	620 24%	632 24%	651 24%	176 9%	201 10%	224 10%	225 10%	243 10%	254 10%	280 10%	104 5%	121 6%	103 5%	109 5%	139 5%	139 5%	154 6%
HEALTH SCIENCES	344 22%	298 19%	293 19%	338 21%	368 22%	402 23%	422 25%	271 17%	271 18%	277 18%	275 17%	291 17%	314 18%	301 18%	178 11%	170 11%	176 11%	173 11%	175 10%	190 11%	182 11%
HUMANITIES	10 8%	830 19%	786 18%	752 17%	621 14%	620 15%	600 14%	10 8%	722 17%	766 17%	722 16%	602 14%	629 15%	775 18%	5 4%	123 3%	112 3%	120 3%	123 3%	137 3%	144 3%
LAW	716 19%	32 9%	26 7%	45 11%	59 12%	45 10%	66 15%	618 17%	36 11%	35 10%	52 13%	61 13%	55 12%	50 11%	127 3%	22 6%	30 9%	29 7%	30 6%	29 6%	23 5%
SCIENCE	358 25%	398 25%	378 23%	356 21%	371 22%	408 24%	414 27%	173 12%	193 12%	195 12%	187 11%	182 11%	192 11%	169 11%	81 6%	86 5%	105 6%	101 6%	109 6%	107 6%	92 6%
TOTAL	2803 22%	2910 21%	2922 20%	2997 20%	2958 19%	3052 20%	3151 21%	1758 14%	1966 14%	2096 14%	2096 14%	2045 13%	2058 13%	2154 14%	828 6%	857 6%	928 6%	1010 7%	1100 7%	1118 7%	1104 7%

Table 5.3: Postgraduate student enrolments by population group

Faculty	AFRICAN							COLOURED							INDIAN						
	2001	2002	2003	2004	2005	2006	2007	2001	2002	2003	2004	2005	2006	2007	2001	2002	2003	2004	2005	2006	2007
COMMERCE	147 20%	124 14%	112 12%	130 14%	144 14%	156 15%	138 14%	74 10%	86 10%	117 12%	106 11%	118 12%	113 11%	109 11%	43 6%	53 6%	77 8%	70 7%	66 7%	72 7%	64 7%
GSB	12 5%	17 7%	17 8%	42 14%	67 15%	75 18%	72 19%	18 8%	16 7%	16 7%	28 9%	54 12%	46 11%	46 12%	14 6%	17 7%	11 5%	16 5%	40 9%	38 9%	32 9%
EBE	128 18%	129 20%	121 18%	119 18%	129 17%	118 16%	114 14%	74 11%	67 10%	83 12%	81 12%	62 8%	78 10%	80 10%	25 4%	24 4%	43 6%	44 7%	52 7%	44 6%	53 7%
HEALTH SCIENCES	130 12%	126 12%	135 13%	161 13%	164 13%	169 14%	127 12%	121 11%	130 12%	115 11%	138 11%	149 12%	142 12%	153 14%	61 6%	68 6%	72 7%	93 8%	108 8%	95 8%	86 8%
HUMANITIES	156 18%	219 17%	194 14%	184 13%	172 12%	127 10%	142 11%	165 19%	212 16%	203 15%	217 16%	189 13%	186 14%	176 13%	54 6%	36 3%	34 2%	36 3%	37 3%	36 3%	33 3%
LAW	242 18%	89 14%	64 10%	66 9%	62 11%	51 10%	39 10%	216 16%	133 21%	114 17%	109 16%	90 16%	75 15%	57 15%	31 2%	31 5%	38 6%	37 5%	35 6%	37 7%	17 4%
SCIENCE	70 10%	86 11%	101 12%	106 11%	100 11%	95 10%	91 10%	60 9%	68 9%	82 9%	77 8%	80 8%	69 8%	88 9%	29 4%	34 4%	31 4%	37 4%	29 3%	30 3%	44 5%
TOTAL	885 16%	790 14%	744 13%	808 13%	838 13%	791 13%	723 12%	728 13%	712 13%	730 12%	756 12%	742 12%	709 12%	709 12%	257 5%	263 5%	306 5%	333 5%	367 6%	352 6%	329 6%

2007

A crop of genetically modified maize plants developed by a team of UCT scientists was lined up for field trials in 2007. According to an article in the journal *Science*, the plants, designed by the Department of Molecular and Cell Biology's Prof Jennifer Thomson, Prof Ed Rybicki, Dr Dionne Shepherd and collaborators, withstood the crop-killing maize streak virus in trials conducted in a KwaZulu-Natal greenhouse.



The MBA programme of the Graduate School of Business was rated the best in South Africa in a local survey. The survey, conducted by management publication *Professional Management Review*, used feedback from some 478 line managers and human resource leaders around South Africa.

WHITE								INTERNATIONAL								TOTAL								
2001	2002	2003	2004	2005	2006	2007		2001	2002	2003	2004	2005	2006	2007		2001	2002	2003	2004	2005	2006	2007		
2077	2120	2160	2061	1952	1793	1695		286	358	461	544	553	527	509		3948	4001	4336	4508	4521	4341	4253	COMMERCE	
53%	53%	50%	46%	43%	41%	40%		7%	9%	11%	12%	12%	12%	12%		100%	100%	100%	100%	100%	100%	100%		
7	79	109	99	90	71	46		3	7	3	21	31	19	56		72	202	267	276	265	241	231	GSB	
10%	39%	41%	36%	34%	29%	20%		4%	3%	1%	8%	12%	8%	24%		100%	100%	100%	100%	100%	100%	100%		
688	769	808	862	944	978	1035		289	387	434	509	570	579	565		1972	2078	2155	2301	2533	2622	2721	EBE	
35%	37%	37%	37%	37%	37%	38%		15%	19%	20%	22%	23%	22%	21%		100%	100%	100%	100%	100%	100%	100%		
691	701	695	685	713	706	669		73	103	118	124	127	119	111		1591	1543	1559	1598	1683	1748	1701	HEALTH SCIENCES	
43%	45%	45%	43%	42%	40%	39%		5%	7%	8%	8%	8%	7%	7%		100%	100%	100%	100%	100%	100%	100%		
33	1902	2014	2013	1959	1764	1707		63	683	782	920	1016	1029	1096		121	4272	4468	4535	4363	4258	4413	HUMANITIES	
27%	45%	45%	44%	45%	41%	39%		52%	16%	18%	20%	23%	24%	25%		100%	100%	100%	100%	100%	100%	100%		
1697	134	144	174	215	213	200		508	115	113	93	116	114	97		3686	340	348	393	481	456	436	LAW	
46%	39%	41%	44%	45%	47%	46%		14%	34%	32%	24%	24%	25%	22%		100%	100%	100%	100%	100%	100%	100%		
639	710	690	681	643	612	534		172	225	281	327	362	349	313		1428	1613	1652	1659	1687	1699	1560	SCIENCE	
45%	44%	42%	41%	38%	36%	34%		12%	14%	17%	20%	21%	21%	20%		100%	100%	100%	100%	100%	100%	100%		
5832	6415	6620	6575	6516	6137	5886		1394	1878	2192	2538	2775	2736	2747		12818	14049	14785	15270	15533	15365	15315	TOTAL	
45%	46%	45%	43%	42%	40%	38%		11%	13%	15%	17%	18%	18%	18%		100%	100%	100%	100%	100%	100%	100%		

Note: These figures include occasional undergraduates

WHITE								INTERNATIONAL								TOTAL								
2001	2002	2003	2004	2005	2006	2007		2001	2002	2003	2004	2005	2006	2007		2001	2002	2003	2004	2005	2006	2007		
400	497	528	513	517	504	471		58	106	127	137	148	162	164		743	868	962	956	1000	1018	968	COMMERCE	
54%	57%	55%	54%	52%	50%	49%		8%	12%	13%	14%	15%	16%	17%		100%	100%	100%	100%	100%	100%	100%		
143	144	139	159	221	152	143		32	33	40	48	60	85	63		219	227	223	298	459	414	370	GSB	
65%	63%	62%	53%	48%	37%	39%		15%	15%	18%	16%	13%	21%	17%		100%	100%	100%	100%	100%	100%	100%		
322	254	281	261	311	292	333		94	165	161	161	182	205	221		701	639	690	668	743	743	805	EBE	
46%	40%	41%	39%	42%	39%	41%		13%	26%	23%	24%	24%	28%	27%		100%	100%	100%	100%	100%	100%	100%		
604	602	587	649	604	523	470		100	137	156	184	205	187	186		1053	1063	1065	1232	1281	1189	1085	HEALTH SCIENCES	
57%	57%	55%	53%	47%	44%	43%		9%	13%	15%	15%	16%	16%	17%		100%	100%	100%	100%	100%	100%	100%		
309	563	597	635	647	623	616		190	293	348	317	384	312	322		887	1325	1378	1390	1438	1296	1306	HUMANITIES	
35%	42%	43%	46%	45%	48%	47%		21%	22%	25%	23%	27%	24%	25%		100%	100%	100%	100%	100%	100%	100%		
562	180	191	188	163	169	133		198	214	248	298	191	172	139		1312	647	655	699	546	511	392	LAW	
43%	28%	29%	27%	30%	33%	34%		15%	33%	38%	43%	35%	34%	35%		100%	100%	100%	100%	100%	100%	100%		
354	379	424	453	447	433	430		113	193	230	251	284	284	269		674	760	868	925	942	918	929	SCIENCE	
53%	50%	49%	49%	47%	47%	46%		17%	25%	26%	27%	30%	31%	29%		100%	100%	100%	100%	100%	100%	100%		
2694	2619	2747	2858	2910	2696	2596		785	1141	1310	1396	1454	1407	1364		5589	5529	5841	6168	6409	6089	5855	TOTAL	
48%	47%	47%	46%	45%	44%	44%		14%	21%	22%	23%	23%	23%	23%		100%	100%	100%	100%	100%	100%	100%		

Note: These figures include occasional postgraduates

Postgraduate students from the Department of Electrical Engineering launched a two-stage rocket with several instrument payloads from the Overberg Test Range in Arniston. It was the students' fiery marking of the 50th anniversary of the Space Age, and news that South Africa is establishing a national space agency of its own.



On 1 August, the Baxter Theatre Centre celebrated its 30th anniversary.

2007

Table 5.4: Graduation Rates by Race and Qualification Type: 2001 - 2006

QUALIFICATION TYPE	RACE	2001	2002	2003	2004	2005	2006
3-year Bachelors Degrees	African	13.4%	14.8%	18.9%	20.0%	20.8%	16.1%
	Coloured	17.3%	16.9%	20.4%	20.9%	26.0%	18.6%
	Indian	20.9%	22.9%	24.2%	20.4%	23.0%	27.9%
	White	23.7%	22.4%	25.0%	27.6%	29.1%	29.1%
	International	20.3%	14.8%	18.2%	20.2%	22.7%	22.9%
	All students	19.9%	19.0%	22.1%	23.6%	25.5%	23.5%
Professional First	African	13.1%	15.1%	12.7%	11.5%	14.6%	13.3%
	Coloured	13.1%	18.0%	13.3%	13.6%	15.9%	16.1%
	Indian	17.0%	17.4%	15.3%	12.6%	13.6%	16.0%
	White	19.8%	20.7%	21.0%	20.3%	22.2%	23.2%
	International	14.9%	17.3%	16.2%	14.5%	13.9%	18.1%
	All students	17.0%	18.7%	17.6%	16.4%	18.0%	18.7%
Postgraduate Diplomas	African	32.2%	43.8%	37.1%	44.9%	44.3%	38.4%
	Coloured	41.1%	49.2%	55.6%	45.0%	47.6%	48.7%
	Indian	38.6%	72.5%	51.9%	37.3%	59.2%	57.6%
	White	62.2%	62.7%	69.6%	71.1%	73.1%	75.7%
	International	60.4%	26.9%	49.4%	49.3%	52.8%	48.7%
	All students	50.6%	51.3%	58.6%	57.1%	60.3%	58.5%
Postgraduate Bachelors	African	37.7%					
	Coloured	50.0%					
	Indian	30.0%					
	White	38.4%					
	International	42.0%					
	All students	40.2%					

2007

VC Prof Njabulo S Ndebele met with Chancellor Gordon Gee of Vanderbilt University, US, to discuss ways to recruit and train more black astronomers in South Africa. As with African-Americans in the United States, Africans are under-represented in the physical sciences, particularly in astronomy and space science.



Sonia Gandhi, leader of India's ruling Congress Party, delivered an inaugural lecture to a packed Jameson Hall on 23 August. Gandhi was here to launch a series of lectures – the Gandhi Lecture Series, which celebrate the centenary of Mahatma Gandhi's philosophy of non-violent struggle against oppression which, she argues, remains relevant and can still be effective against present-day injustices.

QUALIFICATION TYPE	RACE	2001	2002	2003	2004	2005	2006
Honours	African	54.7%	58.0%	63.7%	54.7%	61.9%	53.7%
	Coloured	58.0%	66.1%	61.8%	61.4%	69.5%	65.8%
	Indian	70.0%	66.7%	76.6%	66.0%	84.3%	67.4%
	White	76.3%	79.3%	76.9%	81.4%	85.9%	79.4%
	International	57.0%	65.1%	73.0%	74.1%	85.3%	79.0%
	All students	67.0%	71.0%	72.3%	72.7%	79.6%	73.1%
Masters	African	12.0%	15.6%	18.7%	14.4%	23.9%	23.9%
	Coloured	16.0%	19.4%	14.4%	19.2%	26.8%	22.4%
	Indian	20.0%	19.9%	15.6%	12.0%	31.3%	17.1%
	White	25.4%	22.7%	21.4%	22.4%	32.6%	24.4%
	International	28.5%	24.3%	26.2%	25.4%	41.2%	38.3%
	All students	23.1%	21.7%	21.1%	21.2%	32.7%	26.7%
Doctors	African	11.9%	9.7%	13.0%	11.6%	14.4%	10.5%
	Coloured	7.5%	20.8%	7.1%	5.6%	17.0%	14.3%
	Indian	3.7%	18.5%	11.1%	15.2%	19.4%	15.8%
	White	13.4%	15.9%	16.1%	12.2%	20.7%	13.6%
	International	12.9%	10.3%	10.8%	10.6%	18.1%	15.1%
	All students	12.2%	14.2%	13.2%	11.0%	18.8%	13.9%
All Qualifications	African	17.0%	20.3%	21.4%	20.1%	22.3%	19.2%
	Coloured	19.6%	23.6%	23.1%	24.7%	27.2%	22.2%
	Indian	20.2%	23.4%	22.9%	18.6%	25.0%	22.6%
	White	26.6%	26.2%	28.6%	28.7%	32.8%	30.6%
	International	21.7%	18.3%	20.5%	19.9%	24.3%	23.5%
	All students	22.7%	23.4%	24.8%	24.4%	28.0%	25.3%

UCT geologist Professor Maarten de Wit was among an international team that has found evidence that plate tectonics occurred at least 3.8 billion years ago. Their observations, printed in a March issue of the journal *Science*, indicate that this tectonic activity began before any known structural geological record of Earth.



Professor Steve Burgess of the GSB won the Visiting Scholar Award, made by the US-based Marketing Science Institute. Burgess was the first recipient of the award, which is open to scholars around the world.

2007

6. Student life

Memories of UCT that I will always treasure include those of the many students with whom I interacted. It was one of the greatest privileges of my time at UCT to have met and befriended many young South Africans and those from further afield who chose our University to further their studies. Their youthful enthusiasm is infectious and their determination to make our world a better place is uplifting for the soul.

For many of our students their university years serve as a rite of passage to adulthood. Despite the many pressures placed on students of this generation – including increased competitiveness due to globalisation and other stresses in a rapidly changing world – I believe our graduates will be well-equipped, not only academically but socially, to make a positive impact in society.

I salute all our student leaders in the SRC who have shown such dedication and focus during their time here. Although there were sometimes disagreements on certain issues, their commitment to serving their constituencies was always apparent during our frank and open discussions. I also commend the many students who took up leadership positions in the numerous sports, social and community organisations.

Our students' experience of our institution is in many instances determined by the interactions they have with the staff of the Department of Student Affairs (DSA). This sector of management has seen a fair amount of change during my time here and I am confident that the structural changes that have taken place have made this sector much more student-centred and efficient.

Among recent DSA innovations was the establishment of a Student Advocacy Service in March of this year. Currently a pilot project, the service provides non-clinical advocacy, including guidance and counselling, to students in need of support. The service is based on the notion that every person has unique strengths and capacities, and seeks to empower students to realise their full potential in matters that impact on their daily life.

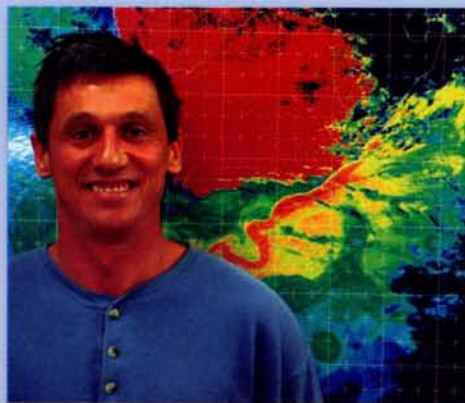
The DSA has done much to strengthen our student development interventions and to ensure that focused professional support is provided to SRC and other student governance structures and leaders. Besides providing specially-developed training materials, ongoing training workshops are scheduled for the duration of the student governance leadership cycle.

SRC Presidents 2000 – 2008

1999 – 2000	Mr Fortune Makgatho
2000 – 2001	Mr Robert Magotsi
2001 – 2002	Ms Khanyisa Fatyi
2002 – 2003	Mr Thabiso Monyatsi
2003 – 2004	Mr Sicelo Mbambo
2004 – 2005	Mr Nqobizitha Mlilo
2005 – 2006	Mr Siphwe Hlongwane (November 2005 – May 2006)
	Ms Andiswa Magadla (May – September 2006)
	Mr Ludwe Mbhele (October – November 2006)
2006 – 2007	Ms Zukiswa Mqolomba
2007 – 2008	Mr Thulani Madinginye

2007

UCT researchers, led by Dr Mathieu Rouault, identified a new current, dubbed the South Indian Ocean Countercurrent. The current flows in the face of textbooks and atlases, which have water in this part of the Indian Ocean flowing from east to west, and pushes the other way.



The Faculty of Health Sciences received two multimillion-rand grants from the US National Institutes of Health for research into HIV prevention and HIV treatment. Both grants involve the Infectious Diseases Epidemiology Unit and the Desmond Tutu HIV Centre.

The DSA has also implemented a class representative training system that supports our teaching and learning charter and goes some way to improving communication lines between institutional management and students.

Student Wellness Service

There has been an increasing awareness of “wellness” during the last decade. UCT has embraced this holistic concept of health with regard to both its staff and students.

The Student Wellness Service (SWS) was the successor of the Student Health Service and provides a number of healthcare services for our students. Clinical professional support provision did not keep pace as UCT’s student numbers increased over the years. The complement of clinical support staff has been increased to keep pace with student needs and reasonably accepted norms of universal practitioner:population ratios.

The introduction of a Triage Service at the SWS provides a new walk-in service, including the standing booked consultation service, and is increasing service access and shorter turnaround times. Both the increase in clinicians and the Triage Service are making a positive impact on our students’ well-being.

Aligned to these improvements has been the introduction of a Primary Health Care model of delivery and aligning staffing and practice approach accordingly to ensure a responsive, efficient and sustainable service. Interventions put in place to increase clinical psychological services to students included introducing group therapy in 2007 in areas that overlap with psycho-educational support to students with coping and adjustment challenges that affect their academic success.

HIV/AIDS

Our approach to HIV/AIDS at an institutional level is dealt with in detail in Chapter 2. As well as our Voluntary Counselling & Testing service, the SWS is responsible for the health and care of students living with HIV. It provides free services such as clinical management of HIV-positive students, including medical evaluation, blood investigations, prevention and treatment of opportunistic infections, and a referral system.

The SWS is now better positioned to work with all the faculties, CHED and the Student Development cluster to find ways to meet student needs in all the areas of general guidance/counselling, clinical assessment and treatment. It can also play a broader developmental role around issues concerning life/study skills and ‘citizenship’.

Student Housing and Residence Life

A new era has dawned in the approach to this portfolio’s challenges given the common challenges facing this sector worldwide. Some of these challenges at UCT and elsewhere include housing fees, supply and demand of housing stock, and student integration.

At UCT we have put a major emphasis on relationship and engagement politics in order to explore and harness insights on ‘how to do things better’. This more participatory and ‘open’ approach has produced a number of

Professor Sue Harrison won the national Distinguished Woman Scientist award for 2007. The prize is one of several accolades created by the Department of Science and Technology to recognise women in science and their role in improving the economic status and quality of life of South Africans.



In August 2007, UCT’s Chancellor Mrs Graça Machel opened Graça Machel Hall – a women’s residence with 382 beds.

2007

benefits. From a systems perspective we are also benefiting from improved real-time data on students available in disaggregated profiles. These help support strategies for assisting students seeking accommodation, for instance in providing a profile of each student and their levels of vulnerability such as age, area of origin, specific personal concerns and so on.

Disability Service

A series of landmark services are evident when looking back at the gains made by the Disability Service since 2000, of which all had to do with increasing access for students and staff living with disabilities.

Among these achievements is the installation of lifts in Bremner Building, making the Senate room fully accessible for disabled visitors (2002) and in the Otto Beit Building, giving disabled students access to the Library from University Avenue (2003). In 2002, a hoist was installed in Jameson Hall to give wheelchair users full access to the stage during graduation ceremonies. Another milestone occurred in 2005 with the introduction of the

Disabled Bus – part of the Jammie Shuttle fleet – which is designed specifically to provide transport for students and staff with disabilities.

Last year proved to be a particularly busy year with the opening of both the improved and fully accessible Disability Service Computer Lab and the Abigail Mlotchwa Dayhouse for students with disabilities. The Dayhouse is equipped with computers, a kitchen and a lounge area, and special provisions made for disabled students include a bedroom for those with back or head injuries. The Dayhouse is completely wheelchair-accessible, and all chairs are higher than normal to allow for easier transfer between chair and wheelchair.

There has been much to celebrate with regard to the academic progress of our students living with disabilities, including the 2007 graduation of UCT's first physically disabled MBChB student, Dr Ronald Mothelisi, who is a wheelchair user (pictured left). Phandle Phandle became the first blind Vice-President of the UCT SRC in 2004 and quadriplegic student Tristan Gorgens received a prestigious Mandela-Rhodes scholarship in 2005 and graduated with Honours in 2006.



2007

In October, UCT Council announced the appointment of Dr Max Price as UCT's Vice-Chancellor designate.



On 10 September, President Thabo Mbeki officially opened the third component of the International Centre for Genetic Engineering and Biotechnology, based in UCT's Faculty of Health Sciences at the Institute of Infectious Disease and Molecular Medicine.

UCT's original planning and the location of its main campus on a mountainside have created ongoing challenges to counter its general physical inaccessibility. We should remain mindful of the need for creating a barrier-free environment on our campuses and of ways of bridging the divide between those who still feel there is "them and us" – found in both the disabled and non-disabled camps. Increased understanding will contribute to the transformation of our institution.

Student Financial Aid

In September 2006, Council mandated the University Student Affairs Committee to conduct a review of student financial aid at UCT. The review revealed that over the period 2001– 2006 the relative positions of UCT and the National Student Financial Aid Scheme in terms of the size of their contributions was reversed. UCT Council's contribution to financial aid decreased from 9% to 6% of fees charged, and the percentage of South African students receiving financial aid dropped from 30% in 2002 to 26.5% in 2006.

The statistics show that UCT has, over recent years, not spent its full financial aid allocation. There are several reasons for this, including certain restrictions imposed by the one-year funding system that operated before 2006, UCT's failure to meet its admission targets in respect of equity groups which led to an inadequate pool of students eligible for financial aid, and policies which restricted UCT from allocating financial aid to certain groups of (potential) students.

This has resulted in an increasingly polarised student population in which students come either from families poor enough to receive generous financial aid or from families wealthy enough to pay fees from their own resources. The review identified lack of coordination between policies as an obstacle to delivery and in the last two years this has been rectified.

Table 6.1 (see page 67) sets out UCT's undergraduate financial aid funding for the period 2001 to 2007. The allocation for financial aid includes the provision for merit-based scholarships. During this period the relative contributions of UCT as an institution and government's National Student Financial Aid Scheme (NSFAS) reversed from 46.6% and 38.1% respectively in 2001 to 38.9% and 48.8% respectively in 2006.

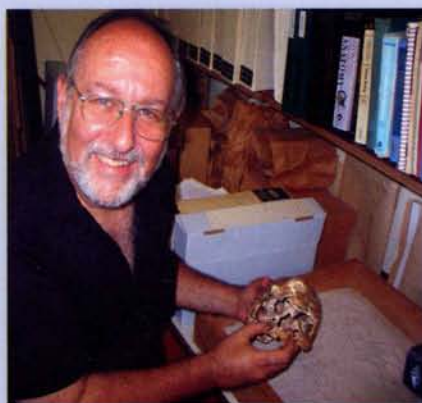
The contribution of donated and invested funds to financial aid at UCT remained relatively constant over the period to 2006, but private sector funding where UCT chooses the student escalated significantly in 2007.

Under-spending is partly explained by a policy which prevents UCT from allocating financial aid to certain groups of (potential) students. This then yields a smaller pool of students eligible for financial aid. Prior to 2007, UCT allocated funds for financial aid on an annual basis. The external bursars do not necessarily target equity students.

Table 6.2 (page 67) indicates the number of students funded at UCT as a percentage of the South African undergraduate population at UCT and the total undergraduate population at UCT. These figures confirm the steady decline in funding from 30% of UCT's SA students in 2002 to 26.5% in 2006.

Following the review by the University Student Affairs Committee and subsequent recommendations, significant policy changes and shifts were implemented. These were aimed at re-branding the financial aid and scholarship

Time magazine listed the Hofmeyr skull finding among the top 10 scientific discoveries of 2007. Found in 1952 in the Eastern Cape, it was only dated early in 2007 using a new method developed by an international team of scientists, which included UCT's Professor Alan Morris. Estimated to be around 36 000 years old, in age and appearance it matched skulls found in Europe, eastern Asia and Australia. This corroborates the theory that modern man originated in sub-Saharan Africa and migrated from there.



In November 2007, UCT hosted the strategic conference of the USHEPIA programme (University Science, Humanities, and Engineering Partnerships in Africa), a very successful capacity-building partnership among eight African universities including UCT.

2007

system with the focus being on providing services that would facilitate access and equity. Some of the policy changes included:

- providing a guaranteed set value bursary for incoming students that meet the eligibility criteria
- increasing the financial eligibility cut-off significantly and reviewing these annually
- reducing Expected Family Contributions as determined by the National Means Test by up to 50%
- extending financial aid to permanent residents
- increasing student living allowances
- launching new scholarship programmes, ie Vice-Chancellors Scholarships, Achievement Scholarships and strategic recruitment scholarship under Entrance Scholarships
- funding category to facilitate the retention of returning students that would otherwise be ineligible for funding

Further changes centered on marketing these policy changes, especially to applicants. These included the addition of financial aid information in a broader multi-media recruitment strategy, the inclusion of the financial aid form in the “Admission to UCT” pack, roadshows about financial aid, and an on-line financial eligibility self-test.

Conclusion

I'd like to take this opportunity to thank Deputy Vice-Chancellor Professor Thandabantu Nhlapo for his excellent leadership with regard to student life at UCT. So much good work has been done in this sector and foundations for future progress are sound.

Challenges remain in the area of student affairs, especially with regard to our focused and responsive support to unique groups of the UCT student population, especially our postgraduate students.

For most of UCT's existence its obvious focus has been on its undergraduate students – those new to university life and often far from home. However, UCT has some way to go to properly acknowledge the pivotal role postgraduates play in university life. We have, however, given immediate attention to the recognition of the voice of postgraduate students through including the Postgraduate Students Association (PGSA) in the SRC constitution, which establishes representation of the PGSA at Council and Senate, among other University structures. Academic and social support interventions have also been identified and are at various levels of implementation.

The DSA has created multiple spaces and platforms for wider engagement with our student body over the past few years. Real meaning has been given to relationship building, co-operative governance, engagement and consultation with students. The restructuring of the DSA itself is also a huge achievement and there has been greater and mutually beneficial interaction between key partners and constituencies.

Lack of student housing remains one of UCT's greatest challenges and impacts directly on our ability to recruit talented students from outside of Cape Town. In the years ahead an appropriate solution will have to be found.

2007

In December 2007, UCT awarded six honorary degrees. These were conferred on the retired senior member of the Judicial Committee of the House of Lords, Lord Steyn (pictured right), writers and theatre directors David Kramer and Taliep Petersen, engineering scientist Professor Mark Dry, earth scientist Professor George Philander, and Burmese activist Aung San Suu Kyi.



The Secretary General of the Commonwealth, Don McKinnon, addressed the graduating ceremony of UCT's Faculty of Health Sciences in December. McKinnon hailed UCT as one of the great names in South African education.

Table 6.1: Financial aid provision according to source of funding

	CHARGES RAISED	COUNCIL			DONATIONS		EXTERNAL (mainly NSFAS)		TOTAL	
		Utilised	% of Charges	Allocated	Utilised	Budget	Utilised	Allocated	Utilised	% of Charges
2001 % of total	284,799	26,256 46.6%	9.2%	25,800	8,590 15.3%	8,400	21,479 38.1%	20,400	56,326	19.8%
2002 % of total	323,476	26,647 42.2%	8.2%	27,600	9,744 15.4%	7,400	26,766 42.4%	22,800	63,157	19.5%
2003 % of total	366,046	26,625 40.2%	7.3%	29,500	10,907 16.5%	8,600	28,659 43.3%	31,000	66,191	18.1%
2004 % of total	428,808	31,278 40.1%	7.3%	31,900	8,865 11.4%	8,000	37,842 48.5%	36,200	77,985	18.2%
2005 % of total	477,213	29,966 36.2%	6.3%	31,000	10,013 12.1%	10,000	42,887 51.8%	38,200	82,866	17.4%
2006 % of total	534,970	31,756 38.9%	5.9%	32,900	10,051 12.3%	11,300	39,797 48.8%	38,300	81,604	15.3%
2007 % of total	596,909	31,881 33.6%	5.3%	35,100	18,212 19.2%		44,786 47.2%	42,000	94,879	15.9%

Table 6.2: Trends in number of students receiving funding support

Year	Financial aid	Entrance scholarships	Total funded	Undergraduate SA students	Funding as % of SA students	Total undergraduates	Funding as % of total undergraduates
2002	2024	1442	3466	11542	30%	13482	25.7%
2003	1911	1413	3324	11863	28%	13991	23.7%
2004	2041	1325	3366	12033	28%	14386	23.4%
2005	2075	1240	3315	12272	27%	14812	22.3%
2006	1948	1316	3264	12294	26.5%	14666	22.2%
2007	1983	1323	3306	12226	27%	14415	22.9%

Note: These figures do not include occasional students

Keeping up an annual tradition that goes back decades, Vice-Chancellor Njabulo S Ndebele dropped off bakkie-loads of brightly coloured hydrangeas, also known as Christmas roses, to Groote Schuur Hospital just before Christmas.



2007

Table 6.3: Financial aid students by Expected Family Contributions (EFC) and income range

EFC BANDS		NUMBER OF FINANCIAL AID STUDENTS				APPROXIMATE GROSS INCOME RANGE	
NSFAS EFC	UCT EFC	2003	2004	2005	2006	From	To
0 – R1	R2 000	880	983	913	888	R –	R73 000
R2 -2 999	R2 500	210	189	157	148	R26 000	R88 000
R3 000 – 3 999	R3 500	85	66	50	60	R35 000	R89 000
R4 000 – 4 999	R4 500	59	69	67	49	R40 000	R93 000
R5 000 – 5 999	R5 500	64	65	62	42	R46 000	R111 000
R6 000 – 7 999	R6 500	134	125	115	113	R48 000	R122 000
R8 000 – 9 999	R8 500	60	99	90	112	R55 000	R144 000
R10 000-15 000	R12 500	419	287	302	248	R62 000	R158 000
R15 001-18 000	R15 000	70**	158	173	138	R82 000	R183 000
R18 001-19 000	R16 000	–	104**	146**	51	R94 000	R180 000
R19 001-R24 000	R20 000	–	–	–	99**	R100 000	R226 000
TOTALS		1911	2041	2075	1948		

** Loan only

Table 6.4: Entrance scholarship awards by race and sex, 2003–2005

Table 4 indicates the changing profile of scholarship recipients after the introduction of a new scholarship policy.

YEAR	NO. OF STUDENTS	RACE					SEX	
		White	Coloured	Indian	African	Unknown	Male	Female
2003	606	354	108	68	75	1	278	328
		58.4%	17.8%	11.2%	12.4%	0.2%	45.9%	54.1%
2004	523	289	91	54	88	1	226	291
		55.3%	17.4%	10.3%	16.8%	0.2%	43.2%	55.6%
2005	467	183	99	63	112	10	210	257
		39.2%	21.2%	13.5%	24.0%	2.1%	45.0%	55.0%

2008

Public consultations on UCT's proposed development near the Rustenburg burial site on the middle campus took place in the first half of 2008. The site is the final resting place of slaves who worked the farms along the Liesbeek River in the 17th and 18th centuries. The land UCT now occupies was once the Rustenburg farm, and stretched from the present Main Road to the Summer House beneath the M3 freeway.



UCT's Department of Human Biology launched its new Advanced Microscope Imaging Facility on 28 January. The facility was established through the joint efforts of more than 20 co-applicants and with funding from the NRF National Equipment Programme, the Cancer Research Trust and UCT.

7. Developing and improving the UCT plant

The past eight years have been a time of physical growth and change on UCT campuses – not only through the addition of several new state-of-the-art buildings, but through improvements in policy, physical access and the setting up of a much improved security system.

However, there are some challenges that still lie ahead regarding the optimal use of our campuses and their upkeep. They include some resolution about the shared responsibility of the maintenance of buildings which lie within the domain of both provincial government and UCT. We also have to find innovative and sustainable ways to maximise the unique potential of the Hiddingh and Breakwater campuses, as well as seriously addressing the continuing need for additional student accommodation.

UCT's spectacular setting and scenic campuses have become an integral aspect of our branding internationally. Our obligation to honour and preserve our incredible natural surroundings and to respect and integrate our neighbours and surrounding communities must remain uppermost in our minds.

I would like to pay tribute to Deputy Vice-Chancellor Professor Martin Hall, Properties and Services Executive Director Mr John Critien, and their team of engineers, planners, architects, builders, landscapers and others too numerous to mention for their hard work and attention to detail that makes our campus world-class. Together this team has ensured a physical campus that supports our mission and provides utilities and resources for the smooth running of our enterprise.

Guiding policies

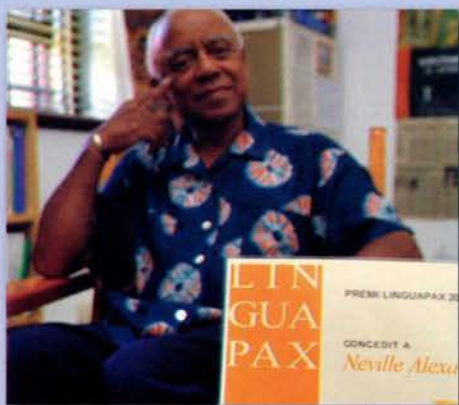
During my time as Vice-Chancellor and Principal several policies and guidelines took shape as guiding strategies to regulate the development of the UCT infrastructure and plant. The following initiatives were significant:

- **The Capital Asset Management Plan – creating a saving**

We have made excellent headway in clearing a backlog of maintenance projects since 2002 – thanks to two major undertakings that year. Firstly, Old Mutual undertook a condition audit of all our buildings, investigating the degree of risk associated with each building and compiling space utilisation graphs. This gave rise to the Capital Asset Management Plan – a first for universities in South Africa – which provided a prioritised list of buildings needing attention. To date this has resulted in the repair of 16 out of 20 major UCT buildings. Eight roofs were replaced and many lecture theatres were upgraded, as the focus was on renewal and the efficient optimisation of space. In the process an additional 650 lecture-theatre seats were secured. Dealing with the maintenance backlog is a considerable step forward and I am pleased to say that we are now in the position where 75% of maintenance work is planned and scheduled rather than reactive or ad hoc. This is effective and economical.

Along with this exercise, UCT's buildings were valued in order to review the rates being paid to the City of Cape Town. The review resulted in a significant saving, with our rates being reduced from over R25 million to R12.5 million. We were therefore able to use the significant recurrent savings to plough back into repair and refurbishment.

Acclaimed linguist and anti-apartheid struggle veteran Professor Neville Alexander won the prestigious Linguapax Award. The annual award was presented to Alexander, director of the UCT-based Project for the Study of Alternative Education in South Africa (PRAESA), on International Mother Language Day, 21 February, at the Intercultural Week organised by the Ramon Llull University in Spain.



The Carnegie Corporation of New York approved a three-year US\$2-million grant (roughly R15.5 million) towards UCT's institutional transformation and employment equity programme. Carnegie has been a staunch ally in this endeavour over the years (UCT's initiatives began seriously in 1997), but this grant will underpin specifically the staff profile aspect of transformation.

2008

- **The Spatial Development Framework Plan** for the Rondebosch campus, approved by Senate and Council, provides a basis for shaping our campuses over the medium and long term. The main precept of the Plan is to have a long-term spatial developmental framework for development which aims to promote the University's growth around an interconnected framework of the main public elements of the urban structure which connect the main, middle and lower campuses. This will reduce the number of people and activities currently taking place on the upper campus and relocate some of them to the middle campus. Further debate is needed to consider several elements of the Spatial Development Framework Plan regarding whether the upper campus will in the long term be a concentration of Commerce and Humanities activities, or a Science and Engineering precinct. Whatever the decision, this precinct cannot accommodate any further expansion and therefore a major set of linked academic activities needs to be moved to another part of UCT. Public participation processes are currently under way to scope the potential for creating additional facilities on middle campus.
- **The Campus Access Management Plan** supports the Campus Guide Plan by providing an integrated approach to access and associated issues. One of the most notable advances in this area has been the launch of the Jammie Shuttle transport service, providing safe, reliable and regular transport for students and staff to all of UCT's campuses and residences. The free-of-charge service incorporates a fleet of 28 buses, including a bus that is specially equipped for disabled passengers. The buses are environmentally friendly and equipped to cater for sight- and hearing-impaired students. The service is unique in South Africa and has elicited interest from other local universities which are keen to use the service as a model for their campuses.



2008

Dr Isabelle Ansoorge and her research team headed for the Prince Edward Islands in the Southern Ocean were joined by two young women, Grade 11 student Nomaphelo Mvinjelwa and intern Lindelwa Mini, both of the Leap School for Science and Mathematics. One of the purposes of the trip is to attract young scholars to study ocean sciences at UCT.



Emeritus Professor Alexander Petroianu of the Department of Electrical Engineering was named a fellow of the Institute of Electrical and Electronics Engineering (IEEE). A non-profit organisation, the IEEE is a leading international professional association that advances technology.

Environmental responsibility

Since 1990 the University has been a signatory to the Talloires Declaration, which commits tertiary institutions all over the world to set an example of environmental responsibility by establishing sustainable institutional environmental policies and practices.

While it would be accurate to say UCT has been committed to environmental sustainability since the 1990s, the University is currently in the process of entering a delivery phase in which sustainable institutional processes are put in place. Our renewed commitment saw UCT re-sign the Talloires Declaration in 2002.

The pressing need for delivery was made clear to me when I attended the Global University Leaders Forum (GULF) that was held in conjunction with the World Economic Forum in Davos, Switzerland, at the beginning of last year. Among other matters, there was discussion about a manifesto that university leaders would sign to commit their institutions to reducing their greenhouse gases by 2020 or sooner. UCT is well on its way to formalising such an initiative on our campus with the launch of a blueprint for sustainability at UCT, entitled 'Campus Green Plan: A Sustainability Programme for the University of Cape Town'. This initiative seeks to approach energy-saving measures that are in line with a principled policy of sustainable development. These measures incorporate efforts to reduce the consumption of electricity and water, a recycling plan, and methods of reducing carbon emissions – all in line with the good-practice standards set at the GULF/World Economic Forum meeting. A blueprint for future development at UCT took the form of the Development Framework Plan in November 2006, which was revised in April 2007. This plan was informed by the notion of a single central campus that stretches from the upper campus down to the Main Road and north to the Health Sciences campus and beyond to the Groote Schuur Hospital. Accordingly, the University adopted nine guidelines which will help us in evaluating all future spatial planning. They include the principles of creating equitable access, integrating the University with its surrounding community and respecting all elements of heritage significance.

Energy and other resource usage

Ironically, these discussions predated South Africa's current energy crisis, which adds to the urgency with which the University must act to save energy, as well as the need to reduce our carbon emissions, step up our recycling efforts and conserve water. Measures to address these issues are well formulated and some are already being put into practice.

Our electricity reticulation is in good shape following the introduction of additional fail-safe loops, new switchgear and transformers. A secondary emergency power grid has been established to deal with outages.

Our water reticulation is in satisfactory shape after the renewal of piping, valves and the installation of pressure-reducing devices. The capacity of the portable municipal water reservoir will need to be addressed in future. A secondary reticulation for the re-use of mountain water has been established, and the dam has been increased in capacity to allow for the extension of irrigation systems. A new conservation dam is being built on the lower campus and this will supply the landscape on the middle and lower campus.

Students at Kopano Residence lined up to have their heads shaved and spray-painted to raise funds for cancer research. All proceeds from the Shavathon, organised by the Kopano house committee, were donated to the Cancer Association of South Africa.



UCT's Faculty of Science celebrated the success – and end – of a masters course in petroleum geophysics, offered in partnership with the University of Houston. The course was launched after a 2004 survey conducted by the South African Petroleum Industry Association identified shortages of skills in the petroleum industry in South Africa and the rest of the continent.

2008



Security on campus

While UCT's approach towards crime has always been one of "zero tolerance", the current socio-economic situation that prevails in South Africa has meant that crime has increasingly encroached on the freedom of all South Africans.

Although we have a right to protect our community and our property, as a public institution we also have an obligation to the community to be open and accessible. Our belief is that there must be a balance between physical security (fences/CCTV/gates, etc.) and behavioural awareness to combat crime effectively. At UCT physical measures have been backed up by ongoing crime-awareness campaigns which positively reinforce crime-prevention behaviour among staff and students, such as locking offices, wearing UCT ID cards, not leaving belongings in cars, and using the Safe Walk route.

During the past few years we have made great inroads on our war against crime. In part this has been due to the vastly increased number of physical security measures put in place, as well as to a growing awareness from members of our community in their response to the threat of crime, for example in being more aware about securing their rooms, offices and valuables.

2008

UCT's Prof Njabulo S Ndebele and University of Michigan President Mary Sue Coleman signed a renewal of their student exchange agreement in March, further cementing the close links between the institutions. Coleman also delivered the Vice-Chancellor's Open Lecture on the expanding role of universities in a shrinking world.



Deputy Vice-Chancellor Professor Martin Hall and other prominent members of academia gathered on 8 April to sign the Cape Town Open Education Declaration. The declaration is a groundbreaking initiative that aims to promote open resources, technology and teaching practices in education.

Our emphasis on physical security has seen an enormous investment in security cameras. We have 230 CCTV cameras with wide coverage across our campuses and a Campus Protection Services reaction team that has an excellent response rate. In real terms we currently have more cameras and coverage than Cape Town's CBD. Additional lighting over large sections of the campus has been installed. This lighting is "camera-friendly" and enables our CCTV cameras to film effectively at night.

We have also stepped up security patrols and, in addition to "internal" patrols that take place continuously on UCT's main campus, there are four external patrols on the outskirts of our campus. A "Safe Walk" route has been instituted between the student village in Rondebosch and the upper campus. Covered by CCTV, this clearly demarcated route has alarm beacons every 200m along the path, which students and staff can activate should they feel threatened.

We have also increased access-control points significantly, with most entrances to UCT buildings now featuring swipe-card access control. Additional fencing has also contributed to a general downturn in crime on campus and, in addition to secure fencing around "private" areas such as residences, perimeter fencing has been installed around the Faculty of Health Sciences campus in Observatory and Hiddingh campus in central Cape Town.

While we are endeavouring to make our campus as secure as possible, we are concerned about the real dangers that members of UCT's community face when they leave our campuses. The brutal murder of Professor Michael Larkin in Rondebosch in November last year serves as a chilling reminder to all that there are some in our society who have no regard for the sanctity of life. We are therefore looking at ways to help our surrounding communities in their bid to address crime. We are investigating the possibility of creating a Civic Improvement District (CID) that incorporates Rondebosch and Mowbray. A process of consultation is already under way with business, residents, shoppers and traders in both Rondebosch and Mowbray. If these plans go ahead the CIDs will be run as independent bodies, but as one of the main partners in this venture UCT would have a positive influence over the safety of students and staff in the external environment neighbouring the University.

Remaining challenges

We constantly face a challenge in upgrading and supplying modern classroom facilities. The difficulties with power supply in South Africa will have to be managed. The renewal of lifts in buildings will have to receive attention. Our road network is under pressure, particularly since the increase in traffic from passenger carrier vehicles, and some resurfacing of roads will have to be done within the next few years.

While there is obviously a need for an institution-led initiative to create awareness around responsible resource usage, it remains the imperative of individuals to be responsible citizens and to use our available resources sparingly. Given our recent experiences with crippling power outages and the incredible response to energy conservation measures, I have no doubt that the UCT community will willingly rise to these challenges and find new and innovative ways of conserving our scarce resources.

UCT's Professor of Respiratory Medicine, Eric Bateman, was appointed chairperson of the Global Initiative for Asthma, becoming the first person from a developing country to lead the group.



The draft policy on sexual harassment was approved by Council. Chair of the working group, Professor Jane Bennett of the African Gender Institute, said that while the policy was a milestone, it was important to note these were not new reforms, but they did bring UCT in line with national policies on sexual harassment and abuse, some of the most progressive legislation nationally.

2008

MAJOR BUILDING PROJECTS 2000–2008

The major building projects over the last eight years included the Upper Campus Project, the Institute of Infectious Disease and Molecular Medicine, the new Chemical Engineering Building, Graça Machel Hall and, more recently, the upgrading of the soccer field and the building of a new Fitness Centre on the middle campus.

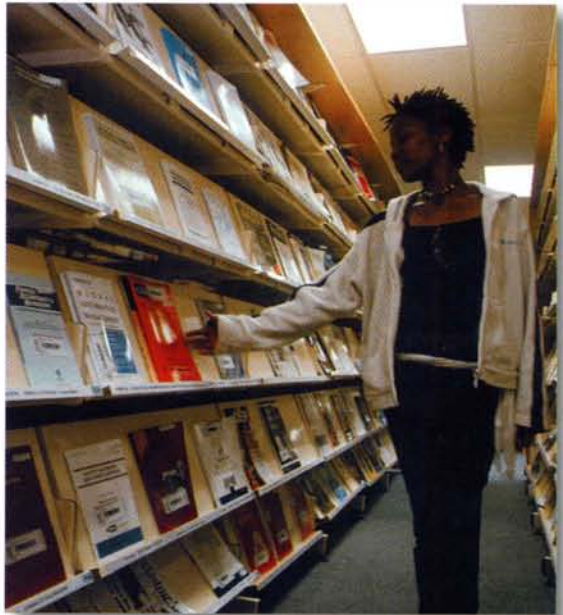
The new buildings on campus came about in the context of a growing understanding that UCT could not always depend on the state to finance capital projects. Consequently we sought help and funding from our friends, donors and corporate sponsors, who demonstrated their faith in our institution by giving generously. I am certain that their confidence in our institution will continue to be rewarded by the calibre of graduates which we produce and by the groundbreaking research solutions which will address some of the continent's most pressing problems.

Upper Campus Project

I joined UCT just as the Upper Campus Project was officially completed. This multimillion-rand project saw the UCT Library upgraded and refurbished into streamlined new premises that linked existing parts of the old library with a central hub.

I was privileged to open the Upper Campus Project and the newly refurbished Chancellor Oppenheimer Library in 2000. UCT now has a library complex that is the envy of many local universities and which can take its place alongside some of the world's most outstanding university libraries.

With its state-of-the-art design and organisation drawing on the very best models of university libraries worldwide, this bright modern library offers spacious reading areas,



2008

Drucilla Cornell, a research professor of private law, was UCT's first woman to receive an A-rating from the National Research Foundation – and an A1 rating at that. UCT's 27th A-rated researcher, Professor Cornell is also a professor of political science, women's studies and comparative literature at Rutgers University.



UCT lecturer Professor Theo Stewart was awarded a gold medal by the International Society on Multiple-Criteria Decision Making (MCDM), the first winner from a developing country. The award is the highest honour bestowed by the society on a scholar for significant contributions to the field of MCDM.

high-end computer workstations, audio-visual viewing areas, both intranet and wireless internet access, and ample photocopying and printing facilities. The Library's print collections contain well over a million volumes, including over 16,700 print journal titles. Over 29,000 electronic journals and more than 200 electronic research resources are also available to UCT scholars via the website.

The Institute for Infectious Disease and Molecular Medicine (IIDMM)

The IIDMM was formally established in November 2001, with a mission to address Africa's most pressing health problems through multidisciplinary medical research. Over the next few years steps were taken to create a modern, consolidated and vibrant environment of shared expertise utilising upgraded laboratories and research facilities.

Building of the new IIDMM premises began in November 2002 and involved the extensive renovation and remodelling of the two Wernher-Beit buildings on the Health Sciences campus, as well as the construction of a pavilion linking the both Wernher-Beit buildings into one complex. The IIDMM's new premises were officially opened in March 2005.

Chemical Engineering Building

By the end of the 1990s, UCT's Chemical Engineering Department, the largest in South Africa, had outgrown the building that it had been housed in since its inception. A new building was built on a site adjacent to the Menzies Building on the upper campus and the Department moved into its brand new premises early in 2004. The new Chemical Engineering Building features world-class teaching facilities and state-of-the-art research laboratories.



UCT launched the Volvo Research & Educational Foundations Centre of Excellence for Future Urban Transport. The centre will tackle African urban challenges, harnessing knowledge and research from three leading African universities: UCT, the University of Dar es Salaam and the University of Nairobi.



UCT drama graduate Emily Child was named the winner of the Fleur du Cap Award for the most promising student performer. Child was one of a number of UCT alumni who were honoured with awards at the ceremony.

2008

Graça Machel Hall

The need to accommodate more residential students closer to campus saw the construction of the Graça Machel Hall opposite Baxter Hall and adjacent to Leo Marquard and Tugwell Hall. The accommodation is designed around three large courtyards, with a total of 382 rooms, including four rooms specially designed for disabled residents. The Hall opened its doors to students early in 2007.

Fitness Centre and upgrade of the Kopano Soccer Field

A new Fitness Centre is emerging at the Kopano precinct next to the new Graça Machel Hall. When completed, the new 900m² centre will include a climbing wall, a fully equipped gym and a heated indoor swimming pool. It will be open to both students and staff, and membership rates are expected to be far lower than those of other gyms. Another exciting development involves the installation of an artificial soccer pitch in front of Kopano residence which will enable students to play the 'beautiful game' throughout the year. The new turf on the main field is just part of the upgrading of the field which also will incorporate a new five-a-side field and an overhaul of the surrounding embankments and fencing, as well as the inclusion of new seating. Once completed, the field will be the first Fifa-accredited artificial soccer turf in South Africa suitable for international matches.



2008

Professor Jill Farrant of the Dept of Molecular and Cell Biology won the senior (silver) medal of the South African Association of Botanists. The medal is awarded for excellence in research and for service to the association, and is one of its highest honours.



World-renowned astrophysicist Professor Jocelyn Bell Burnell visited UCT to deliver a public lecture on radio pulsars. As a postgraduate student, Burnell discovered the first radio pulsars (the news broke in 1968), working with her thesis adviser Antony Hewish.

8. Financial sustainability

The financial management activities of the University are focused on supporting the key strategic thrusts identified by the University's leadership and endorsed by Council, while ensuring appropriate levels of controls and discipline in the various financial processes.

In 2000 UCT had recorded a deficit of approximately R71 million. A key objective, set early in my tenure and incorporated in all strategic and operational objective setting plans, was to attempt to improve UCT's financial position.

Professor Enrico Uliana was appointed as Executive Director of Finance very shortly before my arrival. It is appropriate to recognise the enthusiasm with which he took up the challenge, resulting in a significant achievement against the set objective. He led the finance team most ably, instilled a university-wide sense of fiscal responsibility, and introduced an effective system and operational principles. The work of his team, coupled with a new planning and budgeting process led by Professor Martin Hall, and the participation of all heads of financial units across campus as well as the important work done by the UCT Finance Committee, made for very good results.

During 2000 the Finance team introduced a fairly radical departure from the fund-accounting type financial management system. This system was embedded at UCT and generally thought to be the appropriate financial accounting system for tertiary institutions.

Gearing up for business

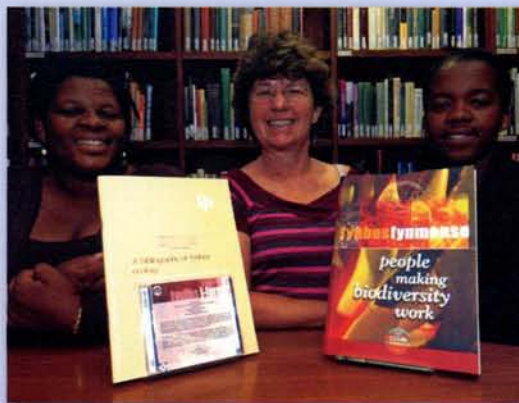
In a significant shift we introduced a financial management system of business accounting principles – geared towards a business environment and focusing on sustainability. Critics at the time thought this type of system could not work for a university used to fund accounting.

Our view was that it was indeed appropriate as it would enable decision-making, unlike fund accounting which really focused on governance. In addition, incentives were built into the process to reward strong financial management.

Accordingly, the University is in a much healthier financial state, being at least R300 million a year better off and breaking more or less even on our core operations. We have agreed that it would be desirable for UCT to have an annual surplus of R60 million – that amounts to an annual target of 5% of total income – but we are not there just yet.

Over the eight years the Finance department has emphasised an approach where operations must be self-supporting and followed the standpoint that investment income is volatile and should be treated separately to support strategy and one-off applications.

After two years of hard work by UCT librarian Margaret Koopman and newly graduated librarians Nomonde Sotashe and Nomgcobo Ntsham, the revitalised Fynbos I-Forum went online in 2008. The searchable database includes publications and reports on scientific and management aspects of biodiversity conservation in the Cape Floristic Region.



Professor Vanessa Burch became the first woman to hold an established chair in the Department of Medicine, succeeding Prof Solly Benatar.

2008

Ultimately we achieved well against the objective of adopting an integrated approach aimed at improving financial sustainability for UCT. We have achieved cost-cutting strategies and improved strategic spending.

At a high level, I am pleased to report that we ended 2007 with a surplus of just under R15 million, compared to an R71-million deficit in 2001. Our total income has grown to approximately R1,218 million, from 2001's R699 million – roughly a 74% increase. Total expenditure has increased by approximately 56% from R770 million to R1,200 million.

Government subsidy has increased by 54% from R367 million to R563 million. The income from student fees has grown by 99% from R220 million in 2001 to R436 million. It must be noted that the fees set by Council for students have increased by roughly 56% since 2001, matching our subsidy increase.

Staffing costs remain the single most significant expense. As part of our strategy of positioning UCT as one of the premier tertiary institutions in the world by retaining excellent teaching and research staff, our annual spend on salaries increased from R434 million in 2001 to R734 million at the end of 2007 – an increase of 69%.

Also in line with our strategic direction, some other large expenses faced us during the past eight years. Between 2001 and 2007, repairs and maintenance expenditure increased from R15 million to R26 million. We increased expenditure on safety and security by 159% from R7 million to R19 million. Transport for students and staff on campus increased from R0.5 million to R14 million. Library acquisitions increased by 52% from R21 million to R32 million, while expenditure on ICTS-related activities increased from R34 million to R65 million over this period.

I am proud to say that UCT was able to increase its bursaries and scholarships to students from R102 million in 2001 to R184 million in 2007 – an 80% increase. Financial aid alone increased from R56 million to R95 million – a 69% increase. This means that by the end of 2007 we were assisting more students with more money than at any time before in UCT's history.

Most significant is that we were able to reduce loan commitments of R204 million in 2001 to R6 million at the end of 2007. This is indicative of the disciplined fiscal approach we were able to maintain over the eight years.

An additional positive was that unpaid student fees handed over for legal procedures in 2001 made up 5% of fees collected that year, while in 2007 this had dropped to 1.2%.

The UCT net investment income rose from R25 million in 2001 to R56 million in 2007 – a 120% increase.

The challenge of sustainability will be with UCT for the imaginable future. The emphasis on the appropriate allocation of resources will continue to grow. UCT needs to ensure a significant annual growth in its fundraising targets. Other significant challenges are the unpredictability of government subsidies and the limitations we face in terms of raising our fees, as well as the increases in staff and operational costs.

2008

Speaking at the UCT Alumni Leadership Forum, acclaimed scientist Dr Michael Hayden spoke about his quest to understand and find a cure to Huntington's disease, a rare genetic neurological disorder. He recounted how his interest in both Huntington's and genetics was first sparked during his studies at UCT's Medical School in the 1970s.



UCT lecturer Professor Theo Stewart was awarded a gold medal by the International Society on Multiple-Criteria Decision Making (MCDM), the first winner from a developing country. The award is the highest honour bestowed by the society on a scholar for significant contributions to the field of MCDM.

Conclusion

At the end of the eight years of my tenure as Vice-Chancellor and Principal of UCT, I feel an immense sense of pride in what the University has been able to achieve on so many fronts. This was made possible by the passion and hard work of the entire University community.

Together we have built on the substantial contributions of those who preceded us in the University's history, and dedicated ourselves to the hard work that has helped distinguish and grow this institution over the past eight years. The rhythm that beats at the heart of UCT does so through the brilliance and commitment of researchers, teachers, professional staff, support staff, students, donors, alumni and friends of UCT who give with passion and enthusiasm and ultimately endeavour to make the world a better place. Now our community, under new leadership, will tackle whatever challenges lie in the future.

I believe that human capital is the University's single most important asset. Your input, coupled with consolidation around a broadly shared set of values, has resulted in an institution that, despite numerous challenges, displays a significant sense of organisational coherence, responsiveness, purpose, sense of vocation and stability.

UCT is an enormous and complex organisation and is reliant on a sound and efficient infrastructure. This report would have to be double its size if I were to single out all those professional, administrative and support units that ensure we operate efficiently. My profound gratitude goes to all involved in these crucial aspects of UCT operations.

It is my wish for UCT that it continues to thrive and that it carries on unlocking the potential of individuals whose contributions will, in turn, bolster the impact of the institution's collective effort, carrying this great University ever closer to the excellence it perpetually seeks. I remain in awe of UCT's intellectual capital and its ability to serve as a moral compass in a time of great change and transformation in our country. As members of this very privileged community, we should remain ever aware of our individual contributions to nation-building as well as the impact of our University's collective contribution to strengthening our new democracy.

It has been a profound honour to lead the institution over the past eight years – and I feel deeply proud to be part of the UCT community. As I pass on the baton to my successor, Dr Max Price, I wish him wisdom and feel confident that he will leave his mark.

I thank you all for your contribution to the institution's progress and wish you well for the future.

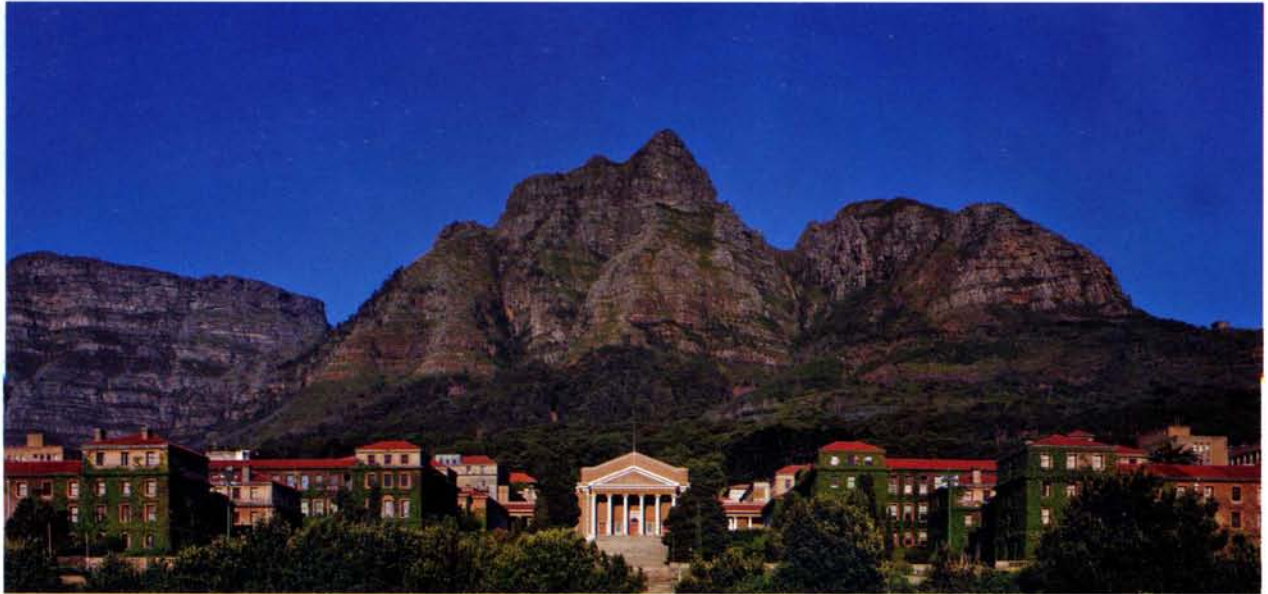
Professor Njabulo S Ndebele
Vice-Chancellor and Principal
University of Cape Town
(June 2000 – June 2008)

UCT palaeobiologist Prof Anusuya Chinsamy-Turan and two co-authors have published the first detailed palaeobiological examination of the now-extinct creature *Pterodaustro guinazui* in the Royal Society's prestigious *Biology Letters*.



UCT will award six honorary degrees this year at its June and December graduations. The recipients are Advocate George Bizos, Dr Lillian Cingo, Professor Jonathan Dorfan, Dr Eric Goemaere, Professor Claire Palley and Lord Leonard Wolfson.

2008



University of Cape Town Mission Statement

Our Mission is to be an outstanding teaching and research university, educating for life and addressing the challenges facing our society.

Educating for life means that our educational process must provide:

- a foundation of skills, knowledge and versatility that will last a lifetime, despite a changing environment;
- research-based teaching and learning;
- critical enquiry in the form of the search for new knowledge and better understanding; and
- an active developmental role in our cultural, economic, political, scientific and social environment.

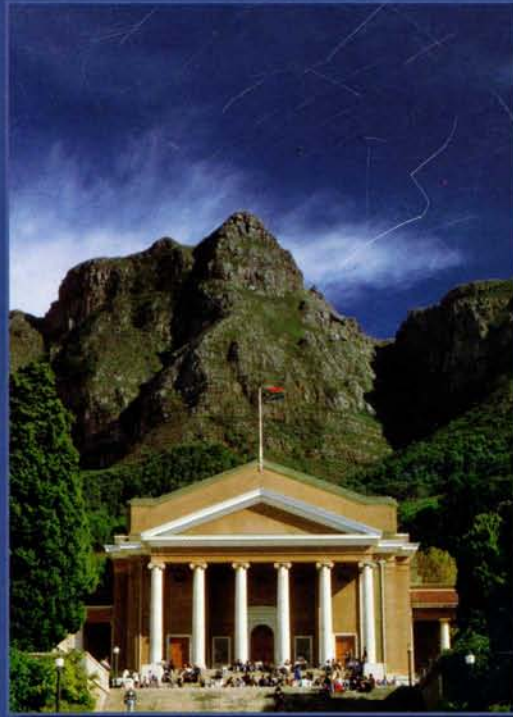
Addressing the challenges facing our society means that we must come to terms with our past, be cognisant of the present, and plan for the future. In this, it is central to our mission that we:

- recognise our location in Africa and our historical context;
- claim our place in the international community of scholars;
- strive to transcend the legacy of apartheid in South Africa and to overcome all forms of gender and other oppressive discrimination;
- be flexible on access, active in redress, and rigorous on success;
- promote equal opportunity and the full development of human potential;
- strive for inter-disciplinary and inter-institutional collaboration and synergy; and
- value and promote the contribution that all our members make to realising our mission.

To equip people with lifelong skills we must and will:

- promote the love of learning, the skill of solving problems, and the spirit of critical enquiry and research; and
- take excellence as the benchmark for all we do.

We are committed to academic freedom, critical scholarship, rational and creative thought, and free enquiry. It is part of our mission to ensure that these ideals live; this necessarily requires a dynamic process of finding the balance between freedom and responsibility, rights and obligations, autonomy and accountability, transparency and efficiency, and permanence and transience, and of doing this through consultation and debate.



Development and Alumni Department, University of Cape Town, Private Bag X3, Rondebosch 7701, South Africa
Tel: + 27 21 650 4143 • Email: Jim.McNamara@uct.ac.za

The University of Cape Town Foundation (Canada), Blumberg Segal, 390 Bay Street, Suite 1202, Toronto, ON M5H 2Y2, Canada
Tel: + 1 416 637 7981 • Fax: + 1 416 363 8451 • Email: distafford@uctfoundation.ca

The University of Cape Town Trust (UK), 83A High Street, Esher, Surrey KT10 9QA, United Kingdom
Tel: + 44 1372 477116 • Fax: + 44 1372 477118 • Email: uct-trust@tecrec.net

The University of Cape Town Fund, Inc. (US), 1383 6th Ave #114, New York, NY 10019, USA
Tel: + 1 413 658 5675 • Fax: + 1 413 253 0812 • Email: uctfund@comcast.net

Published by the Department of Communication and Marketing, University of Cape Town