

UNIVERSITY OF JOHANNESBURG

20eleven

ANNUAL REPORT

RETHINK EDUCATION.
REINVENT YOURSELF.



UNIVERSITY
OF
JOHANNESBURG

LIST OF ACRONYMS

AAT	Association of Accounting Technicians
ABET	Adult Basic Education and Training
ACE	Advanced Certificate in Education
ACP	Acquisitions, Cataloguing and Physical Processing
ADC	Academic Development Centre
ADS	Academic Development and Support
AIRS	Institutional Repository (UJDigispace) and Special Collections
ANCYL	African National Congress Youth League
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
APPI	Academic Planning and Policy Implementation
APS	Admission Point Score
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BBBEE	broad-based black economic empowerment
BCom	Bachelor of Commerce
BCompt	Bachelor of Computing
BCTA	Bridging Course in the Theory of Accounting
BEng	Bachelor of Engineering
BGU	Ben-Gurion University
BISCOM	Business Information Systems Committee
BSc	Bachelor of Science
BSocSci	Bachelor of Social Science
BTech	Bachelor of Technology
CA	chartered accountant
CCLA	Centre for Culture and Languages in Africa
CCMA	Commission for Conciliation, Mediation and Arbitration
CENLED	Centre for Local Economic Development
CentAL	Centre for Technology-Assisted Learning
CEO	Chief Executive Officer
CEPR	Centre for Education Practice Research
CESM	Classification of Educational Subject Matter
CFO	Chief Financial Officer
CHIETA	Chemical Industries Education and Training Authority
CICLASS	Centre of International Comparative Labour and Social Security Law
CIMA	Chartered Institute of Management Accountants
CO ₂	carbon dioxide
CODESA	Convention for a Democratic South Africa
COO	Chief Operations Officer
CPASD	Centre for Professional Academic Staff Development
CSDA	Centre for Social Development in Africa
CSESE	Centre for Social Entrepreneurship and the Social Economy
CSIR	Council for Scientific and Industrial Research
CSR	Centre for Sociological Research
CTS	Central Technical Services
DBA	Doctor of Business Administration
DCom	Doctor of Commerce
DEFRA	Department for Environment Food and Rural Affairs
DFC	Doornfontein Campus
DHET	Department: Higher Education and Training
DIPQP	Division for Institutional Planning and Quality Promotion
DoE	Department of Education
DPhil	Doctor of Philosophy

DRC	Democratic Republic of Congo
DST	Department of Science and Technology
DVC	Deputy Vice-Chancellor
EDTP-SETA	Education, Training and Development Practices Sector Education and Training Authority
EFC	expected family contribution
ERC	East Rand Campus
Exco	Executive Committee
FADA	Faculty of Art, Design and Architecture
FEBE	Faculty of Engineering and the Built Environment
FEFS	Faculty of Economic and Financial Sciences
FET	Further Education and Training
FOTIM	Foundation of Tertiary Institutions of the Northern Metropolis
FPI	Financial Planning Institute
FTE	full-time equivalent
FYE	First-Year Experience
HCT	HIV counselling and testing
HEAIDS	higher education sector's HIV and AIDS programme
HEDA	Higher Education Data Analyser
HEMIS	Higher Education Management Information System
HEPF	Higher Education Policy Framework for HIV
HEQC	Higher Education Quality Committee
HEQF	Higher Education Qualifications Framework
HESA	Higher Education South Africa
HGSE	Harvard Graduate School of Education
Hons	honours
HPCSA	Health Professions Council of SA
HR	Human Resources
IAAF	International Association of Athletics Federations
ICAS	Independent Counselling and Advisory Services
ICS	Information and Communication Systems
ICT	information and communications technology
IF	Institutional Forum
ILL	interlibrary loan
ILMS	integrated library management system
IOHA	Institutional Office for HIV and AIDS
IR	institutional repository
ITLS	Institute of Transport and Logistics Studies
ITS	Student data system
KAPB	knowledge, attitude, perceptions and behaviour
KES	King Edward School
KFS	Kuali Financial Systems
KZN	KwaZulu-Natal
LEAD	Legal Education and Development
LIC	Library and Information Centre
LINK	Student Peer Education Programme
LLM	Master of Law
MA	Master of Arts
MACE	Marketing, Advancement and Communication in Education
MBA	Master of Business Administration
MCom	Master of Commerce
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECO	Management Executive Committee: Operations
MerSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MOU	memorandum of understanding

MPhil	Master of Philosophy
MSc	Master of Science
MTech	Master of Technology
NBT	National Benchmark Testing
NEHAWU	National Education, Health and Allied Workers' Union
NGO	non-governmental organisation
NGSP	Next Generation Scholars Programme
NICD	National Institute for Communicable Diseases
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NTEU	National Tertiary Education Union
NUM	National Union of Mineworkers
OHS	Occupational Health and Safety
PFS	Postgraduate Funding Section
PPM	Paleoproterozoic Mineralisation
PQM	programme qualification mix
PsyCaD	Centre for Psychological Services and Career Development
PTIP	Photovoltaic Technology Intellectual Property
Purco	Purchasing Consortium of Southern African
PWD	People with Disabilities
PWG	Programme Working Group
QE	Qualifying Examination
QVS	Qualification Verification System
RAU	Rand Afrikaans University
RIMS	Research Information Management System
RMC	Risk Management Committee
SA	South Africa
SAAIR	Southern African Association for Institutional Research
SABC	South African Broadcasting Corporation
SACPCMP	South African Council for Project and Construction Management Professions
SADC	Southern African Development Communities
SAICA	South African Institute of Chartered Accountants
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SANTED	South Africa-Norway Tertiary Education Development
SAPS	South African Police Services
SAPTU	South African Parastatal and Tertiary Institutions Union
SAQA	South African Qualifications Authority
SARS	South African Revenue Services
SASCO	South African Students' Congress
SEC	Student Enrolment Centre
Senex	Senate Executive Committee
SET	Science, Engineering and Technology
SeTAR	Sustainable Energy Technology Testing and Research Centre
SETAs	Sector Education and Training Authorities
SIS	Standard Institutional Statute
SOPs	standard operating procedures
SPes	staff peer educators
SQP	Staff Qualifications Project
SRC	Student Representative Council
SSC	Student Services Council
SST	System Technology training
Statkon	Statistical Consultation Services
STH	School of Tourism and Hospitality
STI	sexually transmitted infection

SWC	Soweto Campus
TIU	teaching input unit
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TWR	Technikon Witwatersrand
UAV	Unmanned Autonomous Vehicle
UCLA	University of California, Los Angeles
UCT	University of Cape Town
UIRDS	Unit for Institutional Research and Decision Support
UJ	University of Johannesburg
UJICE	UJ Institute for Childhood Education
UKZN	University of KwaZulu-Natal
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNISA	University of South Africa
UOFS	University of the Orange Free State
UP	University of Pretoria
UQP	Unit for Quality Promotion
USSA	University Sport South Africa
VCT	voluntary counselling and testing
VSPs	voluntary severance packages
WHOCCUH	World Health Organisation Collaborating Centre for Urban Health
WIL	work-integrated learning
Wits	University of the Witwatersrand

**UJ's
STRATEGIC
THRUSTS:
2011 – 2020**

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

**UJ's
RISKS**

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

REPORT PROFILE: SCOPE AND BOUNDARY OF THE REPORT AND REPORT CONTENT

OVERVIEW: SCOPE AND BOUNDARY OF THE REPORT

The scope and boundary of the annual report is reflected in this section and is first of all guided by the regulations for annual reporting (compliance report) by public higher education institutions. Second, the principles of integrated and sustainability reporting are taken into consideration for the portfolio and divisional sections of this report.

This annual report covers the period of 1 January to 31 December 2011 and highlights development and performance for the calendar year. The report is available at www.uj.ac.za. Any questions, queries or comments regarding this report should be directed to the Registrar (refer to the University of Johannesburg's website for contact details).

This report is an overview of the core business of the University of Johannesburg (UJ), which is offered on the four campuses in Gauteng: Auckland Park Kingsway Campus (APK), Auckland Park Bunting Road Campus (APB), Doornfontein Campus (DFC) and the Soweto Campus (SWC). UNISA is utilising the fifth campus – the East Rand Campus (ERC) – as a learning support site, in accordance with an agreement signed between UJ and UNISA on 10 December 2010 and implemented in 2011.

This report attempts to refine and improve on the institutional report of 2010 with reference to the King III reporting requirements. Due regard has been given to the regulatory framework for annual reports submitted by public higher education institutions.

The following process and guidelines were followed for determining the content of the report:

- The Regulations for Reporting by Public Higher Education Institutions.
- Principles reflected in King III on Corporate Governance, as applied to Higher Education Institutions.
- The Executive Leadership Group (ELG), chaired by the Vice-Chancellor and Principal, debated at its May ELG annual reporting session the principles and guidelines for annual reports to be submitted by the various faculties and divisions to the Registrar, who is responsible for collating the UJ Annual Report. The reporting guidelines were refined and approved by the Management Executive Committee (MEC) in November 2011 and subsequently circulated to all members of the ELG (refer to the institutional organogram, Annexure 1).
- The Institutional Strategic Thrusts and related indicators (refer to Annexure 2).
- The Institutional Scorecard for 2011 approved by Council (refer to Annexure 3).
- The Institutional Risk Register approved by Council (refer to Annexure 4).

We are committed to focusing on the performance and achievements in 2011 in relation to the Institutional Strategic Thrusts, the Institutional Scorecard and the Institutional Risk Register. After having debated the format and content of the 2011 annual report, a bottom-up approach was followed, allowing the faculties and support divisions to submit their annual reports for integration into the UJ Annual Report.

At this point, the University of Johannesburg has assurance over the financial statements in this report.

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- Student life
- Significant research output growth and next phase
- Innovation, technology transfer and commercialisation, and the
Doornfontein Campus Development
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REPORT FROM CHAIRPERSON OF COUNCIL

OVERVIEW

2011 will go down as another important year in the history of the University of Johannesburg. It was a year in which the institution committed itself to a growth path which will further enhance its positioning as an important player in the higher education arena, both locally and internationally. The Council has much pleasure in presenting this report which provides a Council viewpoint on the organisation, its progress during the year under review and a reflection on the strategic intent which the institution proposes to follow over the next decade.

The Council pays particular attention to ensuring that its relationship with management is based on a firm understanding of the roles of the various parties. In particular Council studiously avoids being involved in the day-to-day management of the organisation and therefore sees its role as an oversight body in which particular attention is paid to some of the key strategic and policy issues required to ensure that the University of Johannesburg continues delivering on its mission and its unique positioning. These are the key factors which have made this University one of the most successful academic institutions in South Africa.

The relationship which exists between Council and the executive management of the institution is extremely healthy, where each party is willing to engage in robust debate, ensuring that the interests of all stakeholders are maintained at all times. It is important to note that, during the year under review, Council has continued to play an active role in ensuring that a culture of delivery pervades all functions and nothing but the highest standards are maintained. This is ensured through a well-designed performance management system which is now delivered down to all levels within the institution.

The migration of the performance management system into the lower levels of the organisation has been an important step forward. Accent is placed on ensuring that the key deliverables of the organisation are kept uppermost in the minds of management. To this extent, the performance management system placed emphasis on a number of strategic issues, including academic excellence; prowess in research, integration and sound financial management; and above all, the provision of opportunities for many South Africans to gain access to tertiary education. The University of Johannesburg takes pride in its endeavours to provide support for competent yet highly disadvantaged South Africans who have limited access to financial means.

The performance management system forms the basis of one of the elements of the remuneration package which is determined on an annual basis by the Remuneration Committee of Council. This Committee comprises solely external members who are the Chairpersons of the Council Portfolio Committees, with the Vice-Chancellor in attendance when necessary. The salaries for members of the ELG are reviewed on an annual basis. This review is informed by an annual survey conducted on behalf of the remuneration committee by a specialist consultant. The survey takes into account both the current packages paid at a sample of local universities, as well as a view of salaries paid in the private and public sectors. The University of Johannesburg's model takes into consideration a wide range of activities which an executive in a modern-day university needs to be assessed against.

For example, UJ takes into consideration the unique circumstances under which the executive management of the University of Johannesburg have to operate. In particular, running a multi-campus University, meeting the challenges of a comprehensive education model, addressing challenges facing merged institutions in terms of harmonisation processes, tackling complications in terms of cultural integration, as well as having to find ways to improve facilities at the Soweto and Doornfontein campuses, are just some of the additional burdens which the University's executive team has to work under.

Academic institutions globally are measured on their research prowess. In this area the University of Johannesburg has made significant progress during this period. It is pleasing to note that not only has the research output improved significantly but the University has continued to attract high-rated research workers by virtue of the environment created within the institution.

As the University becomes more recognised in the marketplace, the number of international contacts has significantly improved and there is growing evidence of a closer collaboration between the University and the South African business community. Council is encouraged by the constant revisiting and testing of the University's mission to ensure that as an institution of higher learning it is relevant in terms of the particular challenges facing South Africa. To this end the increased engagement by the University across all communities in South Africa is a significant indicator of the growing acceptance of the University as an important player in the evolution of South Africa.

Evidence of the recognition of the University by the broader community is demonstrated by the various portfolios which executive management and academics play in important local and international bodies. Council has taken particular note of the role which the Vice-Chancellor has played, not only in the stewardship of the institution, but in the positioning of the institution both locally and internationally. He has been singled out by many prestigious bodies and has been invited to sit on a number of important global forums. This enables UJ to participate in a number of critical international meetings, thereby creating important linkages and affording the University opportunities to gain insights into how academic institutions around the world are evolving. The Council has had no hesitation in re-appointing the Vice-Chancellor for another five-year term and wishes to place on record their sincere appreciation to him for his dedication and professionalism. Through his leadership, the University of Johannesburg has defied all sceptics. He has been able to forge a new, vibrant institution which is a place of choice for both academics and students.

The challenge facing all academic institutions in South Africa is the relatively small pool of academics that can be recruited. This problem is exacerbated by the realities of competition from the private sector and Government who provide attractive opportunities for South Africans to pursue careers other than those in academia. The competition for academics of a high calibre is thus on the increase and universities have little option but to do all they can to recruit and retain these individuals. The ability to attract high-quality academics further reinforces the fact that the institution has created a unique environment. However, the realities of this dilemma are such that the institution cannot rely on recruiting methods alone. Council has supported the institution in terms of two important strategies. Firstly, the concept of 'growing our own timber' where the University has been able to obtain generous funding from South African industry to provide opportunities for young people to enter into doctorate programmes with a view to them taking on full-time employment as academics. A review of The Next Generation Scholars Programme indicates that it is working well and promises to deliver a new cadre of academics into the institution.

Secondly, Council is encouraged by the University's drive to improve the qualification standards of academics in the employ of the organisation. Here the institution-wide Master's Degree Programme for academics is shifting the staffing qualification profile in the right direction. The drive to improve the qualifications of existing academics has also created a new mind-set within the institution which is important in terms of re-energising the University.

The other complicating factor in terms of academic staffing is the reality of the aging academic population. The University is not alone in this challenge in which the notion of 'bulging retirements' weighs heavily on the

minds of both the executive management and the Council. Council, in its interaction with management, has given much thought as to how best to minimise the fallout. Much consideration is being given to re-looking at the retirement age. The decision to provide a more flexible approach to the retirement age has been taken by Council. This is not a carte blanche increase in retirement age but one based on the circumstances which prevail and is heavily dependent upon both the quality of the academics under consideration as well as the realities of the challenges facing the University in terms of the racial profile of its academic community.

Racial and gender equality within the institution is of vital interest to Council. As such, in its engagement with management, Council has approved targets to achieve equality at all levels. The whole issue of attaining acceptable levels of equity is not easy in an academic environment within South Africa. This reality must be seen in the light of the competition which the University faces to attract talented young black people into the organisation. Council is satisfied with the progress which has been made in meeting these targets. The institution is focusing on more effective recruiting processes and is making good progress to create an environment where people within the institution are also considered for more senior positions. All of these practices are conducted within the context of nothing but the highest standards being maintained.

One of the biggest challenges facing academic institutions in South Africa is financial integrity. This is evidenced by the number of institutions that are under curatorship. The effective financial management of the institution is high on the agenda of the Council. There is a delicate balance between the level of tuition fees and the ability of the institution to balance its finances through the judicious management of all resources.

In this regard the institution has once again demonstrated that it has a mature approach to financial management. The challenge is to ensure that adequate financial resources are provided for the institution to achieve its goals in terms of academic excellence, the provision of resources such as equipment and facilities, as well as ensuring that the academic pay scales are such that the University is able to retain key staff. It is pleasing to note how the institution has once again been able to deliver nothing but the highest standards without any compromise to the financial integrity of the institution.

On an annual basis Council engages with the executive management in a review of performance over the previous 12 months and, perhaps more importantly, reflects on where the organisation should be focusing its energies in terms of taking the next quantum leap forward. Some important decisions which were taken at the end of 2010 now need to be implemented. In particular, the University determined that it needs to align itself more with some of the biggest challenges facing South Africa. In this alignment process the institution made a bold decision to focus more attention in the technology arena.

Council has approved the strategic intent that the institution proposes to take in terms of a committed technology thrust. This must not be misconstrued that all the organisation will be doing is focusing on engineering and sciences. Such a technology thrust needs to soften the hard issues of technology with the realities of the social context. Nevertheless, it is an important step forward and will ensure that the institution will be able to make an even greater impact in terms of producing graduates who will be better geared to making a contribution to the economic and social development of South Africa.

Much of the thinking around the decision as to how best to migrate towards the new strategy was stimulated from the findings from a sabbatical undertaken by the Vice-Chancellor. During his three-month sabbatical leave, the Vice-Chancellor visited key academic and research institutions around the world. He was able to look at some of the success stories and through this, Council and management have been able to reflect on how best the University of Johannesburg can mould itself to become an organisation of even more substance. The migration path which has been determined is inspirational. While there are some challenges, of which funding is high on the agenda, this new strategic intent will have a domino effect on the institution.

The performance related to governance at the University is reflected in the Statement on Governance (refer to Section 4).

CONCLUSION AND WAY FORWARD

The University is now well-positioned to move to the next stage of its development. The technology thrust promises to further differentiate the institution and align it even closer to the national challenges facing South Africa.

On behalf of Council I wish to congratulate the executive management for a highly successful year. The University of Johannesburg is not immune to the challenges facing South Africa, both in terms of its own particular environment and the realities of a global recession. However, in spite of these challenges, management has been able to steer the organisation in a remarkable way. It has been our privilege to be part of a motivated team who has continued to stimulate new thinking and, above all, delivered exceedingly well on all their targets.

All of this would not be possible without the full support of Council. I wish to place on record my appreciation to the members of Council who have provided wisdom and guidance. This University is privileged to have a group of people who are truly dedicated to ensuring that the University continues to deliver programmes and graduates that are meaningful and highly relevant.

Roy Marcus (Prof.)
Chairperson Council



VICE-CHANCELLOR AND PRINCIPAL REPORT TO COUNCIL

INTRODUCTION

I write this report once again with great pride in the strides that the University continues to make towards its vision during the year under review. I am most pleased that the University continues to make excellent progress, and that with the good momentum now built, and with all gaps having been identified and now being addressed, UJ will achieve well beyond our expectations.

I remain deeply grateful to the Council for its stewardship, the Institutional Forum and the Student Representative Council for its partnership, and to my colleagues on the Management Executive Committee and the broader Executive Leadership Group for their partnership with, commitment to and investment in the UJ vision and mission, and to our country's goals for higher education. Our progress is made possible by the continued passion and dedication of our heads of academic, professional and support departments, our general staff, students, and student and staff union leaders.

I remain privileged and honoured to have been able to make several personal contributions to UJ's evolution, and I am especially honoured by Council for having offered me a second term of office, which I have accepted, and which is effective from April 1 2011 to March 30 2016. This will enable me to continue to make my contribution to the nurturing of a truly fine university. I am also most grateful to Council for the opportunity to take a short sabbatical to review and renew my commitment to UJ, and to explore innovations for the University's further development. I share later in this review some of the important messages of consequence for the University, and which are the subject of debate in the Management Executive, the Executive Leadership Group and Senate.

In 2011 we continued our focus on the University's strategic thrusts, continuing to develop and implement our plans for campus differentiation and internationalisation, building support for the next decade's strategic thrusts, and engaging the institution and Council on the review and revision of our *Vision, Mission and Values Statement*. In previous annual reports we noted that, during the period 2005 to 2009, Council, the Executive Leadership Group and I focused attention on securing progressive yet sustained institution building, renewal and transformation so that UJ could be positioned for sustained performance, and so that the institution could make a significant contribution to the goals of the national higher education system. Thus 2005 to 2006 saw the institution focus on securing a successful merger; in 2007 the focus was on renewing research; in 2008 it was to lay the foundations for renewal and improvement of UJ's teaching and learning programmes; in 2009, inspired by our progress, we focused especially on the theme of Living the UJ Values. In 2010 we turned our attention to developing and implementing UJ's campus differentiation and internationalisation strategies. We also spent considerable time reflecting on and agreeing with senior academics, other university leaders and our Council – taking into consideration a review of our first five years – on developing and agreeing the University's strategic thrusts and key performance indicators for the next decade, ending 2020. During 2011, we also spent considerable time building support and momentum behind our next decade thrusts and key performance indicators for the decade ending 2020.

In this regard, the University, through its Executive Leadership Group, comprising the Vice-Chancellor, Deputy Vice-Chancellors, Registrar, Executive Deans and Executive Directors and Council, now has in place a mature and well-established tradition of predetermining short-, medium- and long-term institutional goals, and purposefully working toward these through a system of performance contracting, incentivisation, monitoring and reporting of its executives and senior managers. This system was expanded to all levels of staff within the academic and professional and support roles in 2011. Annually, short-term goals, informed by our medium-, and long-term strategic objectives or thrusts, are distilled and key elements extracted as short-term Key Performance Areas and Indicators or predetermined objectives. These are debated and approved annually by Council, and collectively constitute the University's Institutional Scorecard or 'gauge' of performance. Thus, our systems were well developed for the entry of the Auditor-General into the auditing space of universities during 2011. This entry had commendable public accountability concerns in mind, albeit with some concern for its redefining of the contours of university autonomy, and the Auditor-General's concern, among others, for predetermined objectives.

As an introduction to this review, I provide below in a single table UJ's approved 2020 Thrusts or Strategic Goals, 2011 Institutional Scorecard, or our Key Performance Areas and Indicators, also known as pre-determined objectives, as well as UJ's Key Risks. The table includes Eight Key Performance Areas, 30 Targets or Key Performance Indicators, their respective weightings, measurement units, and score or actual performance. This is an essential reference document for purposes of reviewing and assessing institutional momentum and progress.

Overall, the University has once again sustained the previous years of high performance and achieved well against its combined targets, recording an overall achievement of 85.6%. Areas of relative overachievement include: Master and Doctoral Enrolment; Science, Engineering and Technology (SET) Enrolment; Undergraduate Success Rate; Accredited Research Output; Number of Active Researchers; Financial Stability or Operating Surplus/Loss; Reserves prior to International Financial Reporting Standards (IFRS) Adjustments; UJ's Culture Programme and Impact; Stakeholder Awareness and Association with the UJ Brand; and Leadership Credibility. Areas of relative underachievement include: Overall Enrolment; Honours Enrolment and Enrolment below Master's Degree; Doornfontein Campus Project Delivery; Waste Management; Human Resources Efficiency and Effectiveness; and Percentage of Undergraduate Degree Applicants that have registered with M-Scores above 20 or Admission Points Scores (APS) above 35. This Vice-Chancellor's review provides a summative overview of these achievements, while further detail is provided in the rest of the report. A combined figure, reflecting the strategic thrusts, performance targets and scores obtained, as well as the institutional risks, has reference.

VISION, MISSION AND VALUES REVIEW

During 2011, now unfettered by the immediacy of the merger of January 1 2005, the University considered it important to revise its vision, mission and values statement which was developed within the cauldron of a contested merger. Accordingly, Council discussed presentations in this regard and approved formulations below for further university dialogue and buy-in, with the intention of concluding this matter at Council's June 2012 meeting. This is a very important development for the University and relates closely to its 2020 strategic goals or 'thrusts'.

Vision: *An international University of choice, anchored in Africa, dynamically shaping the future.*

Mission: *Inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge.*

Values:

Conversation: Learning together; making wise decisions collectively; meaningful engagement; mutual respect; and consultative leadership;

Imagination: Shaping the future; independent thinking; cosmopolitan; evolving identity; ambition and drive; and an entrepreneurial approach;

Regeneration: Introspection for renewal; innovation for the common good; positive change; and sustainable development through creative contribution;

**UJ's
STRATEGIC
THRUSTS:
2011 – 2020**

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011

Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

**UJ's
RISKS**

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

Ethical Foundation: Treasure academic freedom; balance in pursuit of knowledge; act with courage and earn trust; act responsibly by being fair, consistent and transparent; act in the public interest; and actions commensurate with Ubuntu.¹

SUSTAINABILITY AND CORPORATE CITIZENSHIP

This review is also being undertaken at a time of growing global significance and greater coherence around the concept of corporate citizenship, since corporates or institutions must take accountability for their place, role, insertion and impact on their local societies and markets, as well as on the wider planet. Hence, corporate citizenship goes hand-in-glove with corporate accountability. Increasingly, global universities, including UJ, are also rising up to their corporate citizenship responsibilities; for example determining and putting in place measures to reduce their carbon footprint. Corporate citizenship relates closely to, and impacts on, sustainable development, a term first used by the Brundtland Commission which coined what has become the most often-quoted definition of sustainable development as development that, “meets the needs of the present without compromising the ability of future generations to meet their own needs”. Thus corporate citizenship comprises four key pillars, namely, environmental, social, economic and governance. Others have argued that a further pillar of sustainability/corporate citizenship is “engagement, active citizenship and civil society”. In this review, and as incorporated within UJ’s Institutional Scorecard, we take seriously all of these dimensions of corporate citizenship/sustainability, and importantly, we will in the years ahead continue to improve our reporting to take full account of our own institutional responsibilities in respect of ‘corporate citizenship’ and sustainability. Thus, in this report we pay special attention to each of these five dimensions of corporate citizenship/accountability – (1) *environmental*, (2/3) *social-active citizenship-community engagement*, (4) *economic-research-innovation-graduate output* and (5) *governance-leadership-audit-risk-committee-functionality*.

Specifically, in respect of the environment, we report elsewhere that in the short term our approach is focused on improved energy, water and waste management. In this regard, UJ is helping to shape the minds and values of a new generation of leaders and decision-makers by integrating an environmentally, socially and economically sustainable consciousness into all aspects of the University lifecycle through innovation, communication, community engagement and implementation. This is being done by creating opportunities that encourage collaborative research and practices; adopting innovative technologies and approaches to sustainable practices at UJ; and including long-term commitments that integrate economic, social and environmental objectives in decision-making.

VICE-CHANCELLOR SABBATICAL – SOME KEY MESSAGES: NURTURING AND SUSTAINING EXCELLENCE FROM THE PERIPHERY

Recently, I spent a short sabbatical visiting a number of leading universities. I was concerned about how I should steward the University of Johannesburg beyond its initial post-merger phase to sustained excellence. As first Vice-Chancellor of the new institution which in 2005 brought together the 102-year-old Technikon Witwatersrand (established 1903), the 38-year-old Rand Afrikaans University (established 1967) and the 24-year-old Vista University (established 1981), I had relied significantly on an inclusive (as opposed to an administrative or authoritarian) managerial approach during a challenging time that was also filled with opportunity. This complicated merger, that none of the merging parties wanted, and that brought together technological and traditional university education, has now been rated as one of the most successful mergers of recent times. In its first five years of existence UJ doubled its accredited research output and increased its number of distinguished South African Research Chairs from zero to seven.

Yet I was convinced that inclusive managerialism, with its preoccupation with the detailed development and implementation of institutional vision, mission, goals, strategy, plans and performance indicators, and despite

¹ Ubuntu is the capacity to express compassion, justice, reciprocity, dignity, harmony and humanity in the interests of building, maintaining and strengthening the community. Ubuntu speaks to our inter-connectedness, our common humanity and the responsibility to each that flows from our connection.

having been a great resource in our founding years, would not be of much assistance in the period ahead. I felt I needed to look more closely at institutions with flourishing collegial cultures and which focus on academic disciplines, research, scholarship and the generation, interpretation and dissemination of knowledge;² in short, at institutions that are today principally renowned for sustained excellence. Too often, we associate excellence only with accredited research output and impact and the ability to attract the most talented staff and students; the challenge, rather, is to develop a more inclusive definition of excellence, one that values all of these dimensions equally with widened student access and participation, outstanding undergraduate education and exceptional teaching. Part of this challenge is to move beyond those perennial sources of unhappiness, culture drift and anomie – the polarities of top-down versus bottom-up, management versus scholarship, systems versus services, controlled versus devolved, focus versus variety, mass change versus growing individuals, and competition versus collaboration³ – by changing the “versus” to “plus/and” in order to draw on the full complement of cultures and experiences and wisely steward our institutions.

Accordingly, I conducted focused visits to four public universities that in the last 20 years have come to be ranked among the top 50 research universities: the University of British Columbia (UBC), Warwick University (WU), Hong Kong University (HKU) and the National University of Singapore (NUS). I also visited, as my control, an institution with a much longer track record of sustained research excellence: the Swiss Federal Institute of Technology, Zurich (ETH-Z), and spent time, albeit briefly, at Zurich University, the Hong Kong University of Science and Technology (HKUST), and the University of Technology Malaysia. At all these institutions I was privileged to meet with fellow vice-chancellors/presidents along with senior executives, deans and scholars. I share here some of what I learnt:

Message 1: Nurturing a successful higher education and science and technology innovation system is critical to national social, economic and cultural ambitions, and requires considerable vision, purposefulness and investment, especially at the national level. This is quite evident in the case of UBC, NUS, HKU, ETH-Z and HKUST. By creating nodes of excellence and staffing them with top scholars, these institutions attracted other leading academics and high-quality students, which in turn enhanced their reputations, contributed to their global rankings and enabled them to mobilise significant donations, gifts and government funding. Since alumni, donors and governments tend to associate with excellence and leadership, a virtuous cycle was thus created. Add to this cycle the immeasurable advantages of spatial location and one has a formula for sustained excellence. South Africa’s universities, too, provide ideal locations for a range of academic pursuits, such as UJ’s proximity to paleo-anthropological and geomorphological sites, and its appeal to those wishing to study political, economic, historical and cultural transitions in action.

This message is particularly important for developing nations where such vision and purpose, let alone the right level of resources, is rarely found, leaving universities in these countries dependent on their own devices to pull themselves up and to sustain excellence. For most universities in the developing world, even the basics may not be in place – they face declines in state subsidies, student fees and middle-tier academics’ salaries coupled with failing research, teaching and residence infrastructure and equipment. Given that institutional resources are always limited, universities could consider top-slicing all institutional budgets by 1% to support strategic projects that are critical to nurturing excellence, and simultaneously, with the aid of external peers, seek to carefully select appropriate teaching and research niches, in order to build critical mass and create momentum.

Message 2: Recruit top talent only. At most of the institutions I visited, vice-chancellors/presidents are central to recruiting and appointing full professors, and are also active in talent identification and head-hunting. With regard to student recruitment, however, there is much greater variance, with NUS, WU and UBC only selecting the best, whereas at ETH-Z and HKU open access is legislated. ETH-Z nevertheless has a tough end-of-first-year exam, with those not making the grade accommodated within a vast vocational college system.

² Bergquist, W. and Pawlak, K. (2008) *Engaging the Six Cultures of the Academy*. San Francisco: Jossey-Bass.

³ Ibid. p.234.

Message 3: Selecting the right international academic partnerships and networks offers immense value to reputation and, hence, global ranking. HKU and NUS, for instance, devote considerable time and effort to selecting and investing in what they consider to be the right international networks and partnerships for their academics. By plugging into the top research and scholarly networks, they aim to make HKU and NUS scholars household names among leading peers, thus increasing the reputations of both the scholars and their institutions. Moreover, they take care to make, at scale, the right appointments of visiting professors, scholars, fellows and collaborators, and to recruit the best talent available, as does HKU from its diaspora. These measures have an impact on institutional reputation that exceeds the research output.

Message 4: Search for the right balance between vision, strategy, performance and the collegial tradition, and steward institutions wisely. Vice-chancellors should focus on broad institutional strategy and stewardship, and enable faculties and departments to develop detailed operational plans. This approach requires decision-making deans who are able to differentiate between departments rather than spreading limited resources evenly, and give colleagues the freedom to achieve. HKU implements external peer-led five-yearly faculty reviews of matters such as faculty stature, teaching and research excellence, impact and achievements; similarly, HKUST conducts cyclical external peer reviews of institutional research niches and centres. Flatter and more inclusive institutional governance structures, involving not only senior executives but also deans, a few senior scholars and student leaders, help to nurture participation and buy-in.

Message 5: Nurture a collegial culture yet draw wisely upon management approaches. The case of NUS is instructive: twenty years ago it moved itself from an originally officious, administrative public service culture to a US-style tenure culture complete with market-related, performance-based salaries and bonuses; and a second shift ten years ago took it beyond mere quantitative measurements of research output to reviewing academics' profiles against journals tiered for high impact.

Message 6: Research and teaching are non-divisible and integral to each other. Currently, excellence is far too narrowly associated with the publication of research in leading journals. The consequence is that researchers are not only favoured in promotions policies, but spend little time in front of first-year classes, thus devaluing teaching and learning. Parallel promotions pathways, as at UBC, NUS and (in experimental form) UJ, offer a new way forward, rewarding excellent teachers with full professor status. Ultimately, the consummate academic should be a discipline-based scholar of teaching and learning.

Undergraduate education lies at the core of the university mission, whether that mission, as Keller⁴ and Lewis⁵ remind us, is to accumulate knowledge or produce good citizens, to provide marketable skills or intellectual inspiration.

TEACHING AND LEARNING AND ENROLMENT MANAGEMENT: STEADY GROWTH OF STUDENT SUCCESS RATES, AND, IN TURN GRADUATE OUTPUT

We received the Department of Higher Education and Training's (DHET) approval of UJ's 2011 to 2013 enrolment plan well into the second half of 2011 – effectively it was meaningless in respect of planning for 2011 since we had to proceed with our plans in absence of an approved enrolment plan. Below I provide in summary form a review of our key achievements, however further detail is provided in the reports of each faculty as well as the reports of the professional support divisions.

Of the total applicants of 80 000 received for enrolment in 2011, 13 000 of the 20 000 students who were offered places eventually registered at the University, which is an improved registration rate. Significantly, this year more than 80% of our students registered on-line – a marked improvement from 2010, meaning that students, especially seniors, did not have to come to our campuses to register. A major concern remains our ability to cope with increasing numbers of late applications after the announcement of the National Senior Certificate (NSC) results, and additional logistical measures were developed for this purpose in January 2012.

⁴ Keller, G. (2004) *Transforming a College*. Baltimore: Johns Hopkins.

⁵ Lewis, H. (2006) *Excellence Without a Soul: How a Great University Forgot Education*. Cambridge, MA: Public Affairs.

Undergraduate enrolment reached 43 986 or 105% of target enrolment, and postgraduate enrolment 6 541 or 97% of target enrolment. Science, Engineering and Technology enrolment was marginally above our target of 29.9%. Total enrolment reached 50 527 or 104% of target enrolment, thus exceeding significantly our planned enrolment target. The overall higher-than-planned enrolment high yield – 2 027 students above target – is ironically the consequence of a much more active and focused management of the registration process, and also in part due to the higher pressure for access to UJ. However, it is our plan to bring enrolment in 2012 to our target of 48 900 students. International student headcount enrolment reached 2 356, up on the 2010 total (2 216), however this is more the result of historical trends, and specific and targeted efforts are now being implemented to achieve our long-term target of doubling off this base our international student enrolment. During the year under review, over 360 students received the Special Honours Bursary, a key mechanism for contributing to the increase in honours' enrolments, and two of these students were awarded the prestigious Mandela Rhodes Foundation (MRF) Scholarship.

Overall undergraduate student success rates reached a new high of 79.4% (2010: 78.3%) and postgraduate success rates was down at 73.1% (2010: 77.1%). Total student success rates, including postgraduate students, reached a new high of 79.2% (2010: 77.7%). Regarding total success rates, including postgraduate students, black success rates reached 78% (2010: 76.4%), coloured reached 77.8% (2010: 76.2%), Indian 79.7% (2010: 77.9%) and white success rates reached 85.3% (2010: 83.5%).

Most faculties reached or exceeded target enrolment, except for Health Sciences (91%) and Management (99%). Campus enrolments followed this faculty trend: APB had 9 330 headcount enrolment, APK remained high with 27 514, Soweto with 5 567 enrolments and DFC fairly stable at 8 057. Total black enrolment was up to 84% from 82%. White enrolment consequently went down a further 2% or 1 000 students. This continuing decline in white enrolment remains a deep concern – in 2005 white enrolment was 29%, and a programme in this regard was launched advocating our view that attending 'white enclaves' is detrimental to our Constitutional values and goals and that UJ offers the most diverse and cosmopolitan university environment which gives a more real South African experience. A small step we are also taking is to enrol a critical mass of white students in our residences.

The graduate output for 2011 is significantly up and now stands at 11 229 (2010: 10 284), already exceeding UJ's 2020 target. Provisional postgraduate output is at 2 445 (2010: 2 250) and provisional undergraduate output at 8 784 (2010: 8 034). Of the undergraduate qualifications output, 4 745 (2010: 4 566) were degrees and 4 039 (2010: 3 468) were diplomas and certificates. In respect of total graduate output, Business/Management qualifications are 4 272 (2010: 3 738), Education 1 585 (2010: 1 370), other Humanities 2 098 (2010: 1 924), and Science, Engineering and Technology 3 273 (2010: 3 252).

In order to progressively improve the graduation rates of our postgraduate students, we established the Post Graduate Centre to lead and coordinate our collective efforts in this regard, and for which we have very high expectations in the medium term. Thus the positive postgraduate enrolment growth must be accompanied by improved graduation rates. Notably, due to our efforts in this regard, there are initial results to note. Firstly, doctoral degree output has already shown improvement to 68, from 51 in 2010. Secondly, master's degree output has grown to 394 from 369 in 2010. Thirdly, honours degree plus other postgraduate below master's degree output has grown to 1 983 from 1 830 in 2010. Specifically, we intend for the UJ 2012 institutional scorecard to list and monitor undergraduate and postgraduate outputs rather than inputs.

As expected with the ongoing and rapidly changing profile of the UJ student body and the resultant increasing debt risk, demand for loans from the National Student Financial Aid Scheme (NSFAS) soared, and, within its NSFAS allocation plus an additional R20 million of university funds set aside for this purpose, UJ was able to support approximately 8 500 students. Because of limited funds, we regrettably declined applications from 450 other students.

A core project to improve student success is our *First-Year Experience (FYE)*, an on-going initiative which seeks to create a holistic and encompassing student experience and a conducive environment for first-year students. By involving the University as a whole in FYE, the transition into higher education becomes deliberately

invitational, with the goal of ameliorating the high rates of dropout typically experienced during the first year of higher education. Following the initial successful phase of implementation during 2010, the second phase during 2011 saw continued progress both through and beyond the original seven initiatives. A key focus was to establish structures which would embed FYE increasingly strongly in the institution: the UJ FYE committee (a subcommittee of the Senate Teaching and Learning Committee) utilised regular best practice presentations to continue building capacity around FYE thinking; active faculty committees were established in most faculties. Regular reporting on the expanded tutor programme against the UJ Policy on Tutors and Tutoring also promoted best practice. New initiatives focused on marketing and publicity, both among staff and among students. The growing impact of the FYE project can be seen in a further improvement in undergraduate first-year success rates, from 75.1% at the end of 2010 to 76.4% FTE funded credits by the end of 2011, with residence students outperforming commuter students by 6%.

In respect of the *UJ Library and Information Centre (UJLIC)*, 2011 was characterised by a general increase in activities, and overall UJLIC performed satisfactorily and strategic objectives were met, but certain areas will need to be addressed in 2012. One of the first priorities for 2012 is the optimisation and revisiting of space for enhanced support and service to students, lecturers and researchers. The acceleration of the move to e-strategy will receive urgent attention by UJLIC and stakeholders in faculties and other UJ divisions. The partnership with the Post Graduate Centre will be continued and the existing cooperation in terms of information skilling, writing skills, workshops on research tools, copyright and plagiarism will be extended. A pilot project on circulating ebooks is planned for 2012. The project will investigate and report on accessibility of current UJ eBook collections on portable devices and the state of end-user devices and their availability/usability in South Africa.

Parallel to the recognition of our *Top First-Year Students*, we have now launched our *Top Senior Students* Programme – those with an average of 75% or higher. This programme will include a range of academic and social activities.

Our *New Generation Scholars Programme*, by far the largest and most significant programme of its kind in Africa to nurture new academics and scholars, entered its third year. Nineteen master's students have graduated in 2010 and 2011 and a further 19 are expected to graduate from 2012 to 2014. Fifteen of the master's students have thus far been selected to continue on to the doctoral programme. Nineteen doctoral students are expected to graduate in 2012 and a further 18 from 2013 to 2015. It is anticipated that the number of doctoral graduates may increase if the Faculties of Science and Humanities select the final group of students to continue on the doctoral programme. Doctoral graduates are also being prepared for their compulsory terms as UJ academics. Eighty per cent of doctoral graduates will be black thus boosting our black academic staff share by 3% off the current base of 30%.

The *Staff Qualifications Programme*, initially focused on enabling all permanent academic staff to hold at least a master's qualification or equivalent, is an essential initiative to position UJ as one of Africa's finest institutions. The programme makes available a variety of support, including some research funding, an extensive and well-attended programme of research development workshops and writing support, and some teaching relief during the writing-up phase of the research. During 2011 participants' progress was again carefully monitored, and 36 staff members had the master's degree confirmed by the end of 2011 and a further 10 had submitted their dissertation for assessment. The majority of the 75 staff members still required to complete a master's qualification have made good progress and will most likely complete during 2012, the final year of the project. Given the success of this master's support programme for our staff and the importance of increasing the proportion of UJ staff who hold a doctoral degree, we developed and are implementing a Staff Qualifications Programme for Doctoral Support. In this regard, we provided support for research proposal development for 52 staff members with the aim of increasing the cohort to 105 by 2013.

The *Vice-Chancellor's Awards*, which were awarded for the fourth time in 2011, are a much valued acknowledgement and incentivisation of dedication to teaching and learning. Nominees submit a reflective teaching portfolio (itself an important developmental tool) which speaks to the award criteria and presents associated evidence. In 2011 Distinguished Teaching Awards were given to Professor Ben Marx (Faculty of Economic and Financial Sciences),

Professor Nathalie Hyde-Clarke (Faculty of Humanities) and Ms Tracey McKay (Faculty of Science). UJ was also informed that Professor Dawie de Villiers (Faculty of Law), a 2010 Vice-Chancellor's Distinguished Teacher, had been honoured with a commendation from the Higher Education Learning and Teaching Association of Southern Africa (HELTASA) at national level.

STUDENT LIFE

The Office of Student Affairs continued to be a major impetus in the University's vision, mission, core values and strategic thrusts, aspiring to be student centred and learning focused in creating a distinctive student life experience at UJ. As an integral component of the University vision we attempted to create and facilitate connections between and among the various opportunities for learning as well as motivate students to devote their personal time and energy to purposeful activities. In keeping with the University mission and strategic thrusts our purpose is to cultivate a rich living and learning community in which students develop a commitment to personal and intellectual growth, leadership and service. This mission is pursued by collaborating with academic colleagues, support services staff and community partners to develop quality services and programmes.

SIGNIFICANT RESEARCH OUTPUT GROWTH, AND NEXT PHASE

UJ's accredited research output has now reached a new peak at 610.90 units, up 87% on its 2005 output, far exceeding the target of 537 units. This is a most remarkable achievement reached well ahead of this target set for 2015. Below I provide in summary form a review of our key achievements, however further detail is provided in the reports of each faculty as well as the report of the research professional support division.

The 2010 research outcome – which always tracks a year behind the actual year of the performance review – is the result of our desire to, in the initial period, establish UJ as a thoroughly research-focused university. Thus during the past five years, our research strategy has focused on creating a nationally and internationally competitive and sustainable research effort focusing on our people and infrastructure, incentivised through limited additional institutional investments. One of the results is that UJ now ranks among the Top 6 residential universities in terms of accredited research output.

There is now a high level of research activity as measured by output and the number of active researchers, which is well ahead of target of 400 (actual: 497). UJ has achieved ISI field ranking success with the percentage of international to national publications recorded (64.5%) as slightly ahead of target (64%). We have a good National Ratings Foundation (NRF) ratings trajectory, with 99 academics now rated, albeit slightly behind target of 100 academics. We now also have a critical mass of postdoctoral fellows (77) with the intention of raising this to 100 during 2012. All these are essential elements of our success and of the future sustainability of our research thrust. These achievements have also resulted in moderate success in the number of NRF Chairs awarded in the current round to UJ: a total of 4 of the 62 Chairs, for African Diplomacy and Foreign Policy, Education and Care in Childhood, Indigenous Plant Use and International Law. A further very positive outcome of our research thrust is the growth in research output derived from our technological focus areas, and many scholars in these fields are now among the University's leading research productive academics.

The University now has a total of 19 Research Centres with some existing within the faculties and others as standalone entities – details are provided later in the Annual Report.

In light of this progress, it is now our view that we should progressively shift our focus and refine our incentive system from quantity of research output to research impact, and a number of indicators, with a particular focus on our NRF-rated scholars, are being considered in this regard, for example publishing in high impact / first class journals, and the use of citation data.

We are reviewing, with particular reference to our rated scholars, the nature and scope of our international collaborations with the view to assisting, where required, with the insertion of colleagues into networks involving the Top 100 to 500 universities. These activities form a part of our plan to further enhance the international reputation of our scholars and research. Other related measures include: creating individual websites for rated

scholars; participation in international committees; forming of or participation in global research consortia; responding to international funding calls; attracting more international students; attracting more high-profile international postdoctoral fellows and visiting professors; and establishing more world-class laboratories.

During 2011, the Vice-Chancellor's Distinguished Award for Outstanding Researcher of the Year went to Professor Bheki Mamba (Faculty of Science), while the Vice-Chancellor's Distinguished Award for Most Promising Young Researcher of the Year went to Dr Ernst Joubert (Faculty of Science).

INNOVATION, TECHNOLOGY TRANSFER AND COMMERCIALISATION, AND THE DOORNFONTEIN CAMPUS DEVELOPMENT

During 2011 our focus was on conceptualising and developing our approach to raising the quality and attractiveness of our leading technology programmes to top students, and the related technology innovation, design, transfer and commercialisation cycle. This work is closely related to our redevelopment of DFC and the consolidation of our the DFC Engineering and the Built Environment, and Health Sciences faculties.

The initial part of this work has now been completed, and proposals have been developed and submitted to the National Skills Fund (NSF) and the UJ Trust Fund. These proposals relate to the establishment of DFC as the national Engineering and Innovation Centre; and a model to address the shortcomings of the current system of work-integrated learning (WIL) – a key system blockage in the delivery of engineering skills. We are confident that we will be successful in our application to the NSF. Four centres are the initial focal points of this programme – cyber security, automation, energy and water. Thus during 2012, our primary focus will be on the funding and establishment of the work-integrated learning, and the design centres.

A second significant project for us to take further during 2012 is to complete all outstanding work leading to the full commissioning of the photovoltaic manufacturing plant. Importantly, this project has now attracted further significant investors in the Industrial Development Corporation (IDC), which now has 49% shareholding in the intellectual property holding company, Photovoltaic Technology Intellectual Property (PTIP), and the Development Bank of Southern Africa (DBSA), a significant potential investor in the commercial company, Thin Film Solar Technology (TFST). Should we be successful in this major project, the scene will be set for exporting the manufacturing plant to significant external markets.

INTERNATIONALISATION

In order to further raise our international profile and to draw significant value and benefit from internationalisation, the past year has seen us successfully focus our efforts on building up a formidable Internationalisation Office. We now have in place a well-established and well-connected international relations executive director, Dr Pinkie Mekgwe, who is ably supported by the heads of the Study Abroad Programmes and International Student Recruitment. We also have in place a substantial plan which is already in its first phase of implementation. Our objectives for the next three years include:

- UJ presence in at least two reputable global networks such as Universitas 21.
- A strong UJ African footprint, namely, (1) a presence in at least four reputable African research networks, (2) broader African university partnerships in terms of student mobility with universities with strong community outreach, and (3) engagement in Africa's development discourses and policies.
- A more diverse student community, namely, more students from under-represented countries.
- Engagement with BRIC countries (Brazil, Russia, India and China), both in terms of partnerships and student recruitment. The following four dimensions have reference:
 - Recruiting the best and brightest students
 - Establishing a varied Study Abroad Programme (including special focus on Soweto)
 - Establishing significant strategic partnerships, for example United Nations structures like the African Institute for Economic Development and Planning (IDEP), the International Criminal Tribunal for Rwanda (ICTR) and UN Women
 - Innovations focused on away-programme offerings, the establishment of language centres, research consortium building and an international leadership platform.

2012 will see the University have a special focus on Africa, the purpose of which is to position, network and raise our visibility; nurture strategic partnerships; establish collaborative programmes, including short term programmes; increase student and scholar mobility; and implement student recruitment drives.

Two important internationalisation events for UJ are noted below, while further events are listed in the remainder of the report. Given extensive lobbying and controversy, we were able to manage the University of Johannesburg / Ben-Gurion University (BGU) relationship matter with vision and determination, and the platform has now been laid for future UJ, BGU and Palestinian institutions' partnerships. Specifically, UJ ended its bilateral relationship with BGU, while we were able to persuade the BGU President of the value of continuing our academics' partnership in water nano-technology, which was subsequently extended to include the University of California, Los Angeles (USA) and Ghent University (Belgium).

In Washington, D.C., at a function hosted by the South African ambassador to the USA, we and our partners, Harvard University, announced our partnership in education leadership development at our Soweto Campus, as well as important donors. This visit also enabled meetings with the presidents and provosts of five leading historically black universities – Howard, Morgan State, Hampton, Morehouse and Spellman – an opportunity which opens the door for new student exchanges and academic partnerships. We also visited the President of the New School, New York, and consolidated an important new academic partnership, which has resulted in the establishment of a new joint study abroad programme at UJ on *Democracy and Diversity*.

STAKEHOLDER ENGAGEMENT – ALUMNI, CONVOCATION, BRAND AND MARKETING AND COMMUNICATIONS

Building and maintaining relationships with stakeholder groups is central to the business of the University. Stakeholder engagement impacts directly on UJ's brand awareness and brand resonance. The stakeholder groups include, among others, engagements with staff, students and prospective students, parents and fee-payers, schools and learners, alumni, members of the Convocation, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions and local and international media. Additionally there are a number of engagements with stakeholder groups reflecting work undertaken in community engagement in the faculties. Most of this stakeholder engagement is managed through the Advancement Division which deals directly or indirectly with the University's stakeholders as part of its core business. Many of these engagements are undertaken on a daily basis.

Community Engagement

Four key indicators guided our activities in 2011. Firstly, to market community engagement policies across the institution through strategic engagement with all university stakeholders; secondly to monitor all community engagement projects across the institution; thirdly to manage Community Engagement Board meetings; and, fourthly to manage the initial development of the UJ Student Volunteer Programme. Community Engagement at the institution received a scorecard rating of 8, which indicates adequate performance against set performance indicators. During 2011 UJ was running 292 active community engagement projects – these underwent a review, received many accolades, and the review recommended that each project include an evaluation to be implemented in 2012. A key focus for 2012 to 2014 is to expand our current programme to all UJ students completing 20 hours of community service per year. Once implemented in 2012/2013 this would result in UJ students making a one-million hour contribution a year.

Alumni

During the year under review, the Management Executive Committee approved the ten-year Strategic Plan for Alumni Affairs. It was operationalised immediately and built on some of the work done by the Alumni Office in the past. These initiatives include: the establishment of eight alumni affinity groups which are the pioneer groups of others to come as the University reaches out to its alumni across their various areas of interest; the identification and engagement of UJ's Top 100 VIP Alumni who are being approached to become Goodwill Ambassadors for the University; a programme to introduce current undergraduates and postgraduate students

to the benefits of joining the Alumni Network; the cleaning of the alumni database for targeted engagement, which comprises some 150 000 names; and the establishment of a new alumni portal to be fully functional during 2012.

Convocation

The Convocation met during its Annual General Meeting in February where the President of the Convocation presented her report and the Vice-Chancellor gave an overview of the previous year's performance.

Brand and Marketing

In terms of brand recognition, UJ was again voted second 'coolest' university for the third time in a row in the annual Sunday Times' Next Generation Survey last year. A brand-tracking research measure, which was put in place in 2008 and has been repeated each year, tests UJ's advertising messaging and creative execution and informs all UJ's advertising campaigns. The research shows that UJ has done exceptionally well in establishing its brand countrywide in the short period of its existence, and while there were numerous references to the Rand Afrikaans University (RAU) and Technikon Witwatersrand (TWR) in the wake of the merger, this has almost disappeared as the UJ brand has gathered traction. The intention now is to migrate the brand from 'cool' to 'stature' without losing traction among learners who are considering coming to UJ for their undergraduate studies. Brand recall results for 2011 were measured at 34%, up from 25.4% the previous year. This is creditable as actual media spend remained the same from 2010 to 2011 at R6 million. It is also encouraging as it suggests that the brand is becoming established and is delinking from rand spend.

Corporate identity is being driven and maintained across all four campuses and corporate identity guidelines are accessible to all UJ staff via the Intranet. An intensive Brand Internalisation Programme is also underway for staff to better understand their role in the UJ brand experience. Last year saw a range of workshops and industrial theatre projects to embed the brand within the University. Social media platforms (for example Facebook, Twitter and Mxit) for UJ have been successfully set up and are monitored and maintained by Marketing. The hope now is to develop mobile applications that will be integrated into the marketing, and particularly student marketing, efforts. Institutional events have increased exponentially at UJ and these play a seminal part in the overall stakeholder experience of the University. These equally play an important role in brand building. Last year over 100 institutional events were professionally managed.

Following on the astonishing demand for first-year places at UJ which was positive for UJ's brand, the academic opening and the rededication of SWC was an outstanding success and provided good brand value for UJ. For the second year, student marketing took forward our innovative Orange Carpet Campaign. This campaign offers personal, early and fast-tracked admission to students with a Grade 11 average of 80%; some 500 top students from our feeder schools and their parents attended this function. Last year's yield of top students was excellent, in no small measure due to this campaign – an astonishing 60% of all first years have Admission Points Scores (ADPs) of 30 or higher, while 500 had Admission Points Scores of 45 or higher. Our Open Day was well managed and students well controlled on SWC, APB and DFC. The same cannot be said for APK where close to 30 000 students and parents arrived, resulting in severe overcrowding and flow problems. This will be corrected in 2012 with the programme extended over two days, with the Saturday limited to students accompanied by parents.

Several ceremonies provided excellent opportunities to consolidate our strong brand and stakeholder relationships. These events included the launch of the landmark SWC Law Clinic; our showcase graduation ceremonies; the UJ-SABC local government elections debates broadcast weekly on SABC TV and Radio; the UJ-Harvard Reception hosted at the South African embassy in Washington D.C.; and several functions with UJ alumni.

Communications

Internal communications is essential to maintain institutional rhythm, momentum and buy-in from our staff. Thus, in addition to the activities listed above, and in the remainder of this report, I conduct regular campus visits, during which the full Executive Leadership Group accompanies me to these important conversations with

staff. We also have active internal communications through the regular issuing of the *Staff Newsletter* and the *Vice-Chancellor's Letter*. Furthermore, I provide Council and Senate with quarterly reports that provide updates on the University's momentum and progress with reference to the UJ Institutional Scorecard, while the Council's Annual Strategy Workshop reviews and assesses institutional momentum and progress.

DECLINING WHITE STUDENT ENROLMENT

In light of the decline of white student enrolment in undergraduate programmes at UJ, and our concern to maintain a diverse and cosmopolitan student body, we have now completed an initial study of this matter at both system and institutional levels. At system level, our findings are that there has been a marginal decline in the size of the white 18 to 24 year-old group over the period 2005 to 2011 but that this has been less than 1%. The participation rate of this group as measured by the age group 20 to 24 years in public higher education has declined from 60% to 57%. It could be that more white students are enrolling in private higher education institutions. The decline in white student enrolments is much greater at postgraduate than undergraduate levels, raising questions as to whether more white students are going overseas for postgraduate study.

There is little change in the number of white students entering the system which suggests that the undergraduate decline is occurring after the first year of study. Shifts in white student enrolments are not experienced uniformly across the system; in fact there is a highly differentiated pattern at the level of individual institutions. Some institutions show progressive loss of white students (particularly marked at UJ and the University of KwaZulu-Natal with declines of 29% and 28% respectively), while others seem to be becoming the institutions of choice for white students (the University of Pretoria is up by 10%, North-West University is up 18% and Stellenbosch University is up 20%).

At UJ specifically, total white student enrolment in 2011 was 7 761 (2007: 10 853), with first-time entering students at 1 852 (2007: 2 984), total undergraduate at 5 614 (2007: 8 266) and postgraduate at 2 005 (2007: 2 536). In terms of faculties, white student enrolment is down in eight of the nine faculties.

Having reviewed these findings, the executive examined in detail the situation at UJ and have made some preliminary conclusions, namely, (1) that despite the perception that since black students formed the vast majority of the student body at UJ, the quality of education had declined, quality at UJ has actually remained steady or improved in many instances, and that this perception within the white community was more related to prejudice than to reality; (2) that UJ's positioning should address this perception/prejudice relating to quality; (3) that it is regrettable that certain institutions do position themselves as homes for white students; (4) that UJ's own positioning is correct, namely, it primarily serves the mainstream of society, yet markets and actively and successfully recruits students from the economic, social and cultural elites; (5) that given its responsibility to nurture a sustainable institution, and given that an increasing share of its students are drawn from the working and lower middle classes, UJ should recruit equally actively from the elites in our society; and (6) that notwithstanding these conclusions, where appropriate, the University should consider and introduce measures to maintain a critical mass of white students.

SUSTAINABLE RESOURCE MANAGEMENT AND UTILISATION, AND CAMPUS EQUIVALENCE

The strategic goal related to "institutional efficiency and governance" has reference to the strategic thrust "sustained excellence". The operating context and governance, as well as the performance review of the following support services, are reflected in this thrust and reported on in some detail later in this Annual Report: Financial Governance and Revenue, Financial Expenditure; Institutional Planning and Quality Promotion; Institutional Advancement; Information and Communication Systems; Operations; Human Resources; the Registrar's Portfolio including Academic Administration, Central Administration, Corporate Governance, General Administration and Health and Wellness; and the Transformation Unit.

External Audit and Financial Results

Once more UJ's audit was completed on time on 31 March 2012, reflecting outstanding performance of all concerned, and in particular that of the financial divisions. The 2012 Audited Financial Statements are unqualified,

and, again, provide a set of solid results. These results show a surplus of R207 million (2010: R233 million, 2009: R146 million), and includes all activities of the University. With reference to budgeted items, the University recorded a surplus of R76 million (versus a budgeted loss of R87 million and an institutional target surplus of R25 million). The main drivers of this turnaround include higher-than-planned enrolment, savings on utilities bills, staff turnover and vacancies.

Total income, including all three categories of income, namely, Council controlled – unrestricted; specially funded – restricted; and student and staff accommodation – restricted, together with investment income and fair value adjustments for 2011, was R2.598 billion (2010: R2.44 billion, 2009: R2.1 billion) against expenditure of R2.390 billion (2010: R2.15 billion, 2009: R1.94 billion).

Reserves prior to International Financial Reporting Standards (IFRS) adjustments exceeded target, reaching more than R800 million; other income to subsidy income exceeded target at 46.7%; and, unencumbered income was on target at R52 million. Significant future commercial income is still dependent largely on progress with the rolling out of UJ's thin film photovoltaic manufacturing plans as encapsulated within the PTIP – the intellectual property holding company – and TFST – the commercialisation company – initiative. Thus more effort will be focused during 2012 on making substantial progress on this matter. Furthermore, during the year under review the institutional risk register was reviewed and updated and presented to the Audit and Risk Committee, as were internal audit findings and associated risks.

Operations Division

Overall our performance in the Operations Division still lags the institutional performance, and more attention will be focused to change this situation during 2012. The implementation of UJ's Information and Communication Technology (ICT) programme for the next decade is now underway with its 29 projects. Our energy efficiency programme aimed at a 10% energy reduction was not achieved (actual: 3%), while our waste management target of 14% was also not reached (actual: 9.76%), although both programmes are now well underway on all campuses, and I am confident that we will meet our 2012 targets. UJ's occupational health and safety profile has improved to a credible 84% compliance, almost double that of three years ago.

Executive Contract Renewals and Appointments

The process of the review and renewal of the contracts of members of the Executive Leadership Group was undertaken by Council. This is an extremely important and sensitive matter, since the University aims to retain its top talent in order to maintain institutional memory and momentum, while it also aims to recruit top and diverse talent externally. These reviews resulted in the re-appointment for terms of five years respectively of Prof. Henk Kriek (Deputy Vice-Chancellor: Finance), Prof. Angina Parekh (Deputy Vice-Chancellor: Academic), Prof. Rory Ryan (Executive Dean: Faculty of Humanities), Prof. André Swart (Executive Dean: Health Sciences), Prof. Dempsey (Executive Dean: Faculty of Economic and Financial Sciences) and Prof. Sarah Gravett (Executive Dean: Faculty of Education).

Furthermore, senior executive vacancies have been filled and offices taken up for Internationalisation (September 2011), Information and Communication Services (November 2011), and the Library and Information Centre (January 2012), while the succession plans for the Registrar; the Executive Dean: Faculty of Art, Design and Architecture; and the Executive Director: Academic Development and Support are to be implemented during the second quarter of 2012.

The 360-degree Executive Leadership Group (ELG) review, to assess the leadership competence and credibility of the Vice-Chancellor and the ELG, was designed and implemented, using quadrant analysis by an external consultancy. Taking this important but risky step was possible because senior executives have for the last five years participated in various leadership development programmes, including individual and group coaching. In order to achieve a comprehensive 360-degree view of this Group's leadership capabilities, more than 400 participants contributed to the survey, including members of Council, academic heads of departments, other senior academics, and heads of professional and support departments. The results reflected extremely positively on all senior executives, and also identified areas for development.

Human Resources Division

Overall, the divisional performance of Human Resources is on the increase, and has reached the adequate status, however it has not yet reached the target efficiency and effectiveness level of 65% (actual: 60%). This is mainly due to tardiness with the filling of vacancies. However, the division was once more successful in achieving a satisfactory collective bargaining outcome (annual adjustment of 7.25%) with the labour unions. Institutional employment equity targets remain a key focus, and have been reached for academic staff (30.3% versus target of 30%). We continue our efforts to redress the significant under-representation of black staff in senior and supervisory roles, and to significantly improve the retention rates of black academic staff. In respect of staff culture development, we continued to stage a range of staff culture development programmes.

PERSONAL CONTRIBUTIONS

During the year under review, much of my personal time was dedicated to developing the *UJ Next Decade Strategy and Plan*, which was actively conceptualised and stewarded at Council, Senate, the ELG and the Senior Leadership of academic and non-academic heads of departments. As reported earlier, UJ's vision, mission and values charter is at an advanced stage of development, and the final results are to be presented at the 2012 mid-year Council meeting for finalisation. In line with this work, we are also reviewing and refining our university traditions, and developing a *Staff Values Charter* – this work has been undertaken and will be developed further during 2012.

I continue to actively and strategically steward the institution, and constantly articulate and motivate UJ's vision, mission and goals in various forums resulting in UJ now being a vision, mission and goals driven institution, while remaining firmly committed to its core academic mission.

On staff motivation, the strategic focus continues to be to affirm and motivate staff, and to publicly acknowledge their achievements and contributions to the institution's success in forums such as long-service staff awards, campus visits, Senate, and through awards functions such as the Vice-Chancellor Awards. Furthermore, new forums are constantly being created to achieve these same objectives, such as staff qualifications recognition functions where staff who have completed their master's qualifications are publicly recognised. Also, a high visibility and accessibility to staff is maintained.

The ELG is an active contributor to the making of UJ – it is also the forum for annual reporting and planning, the former to the University community, and the latter undertaken in committee. I have also activated the next level of managerial engagement – the Senior Leadership Group of 150 members that comprises of the ELG and all heads of academic and support divisions. This forum provides important opportunities to communicate with and to listen to the next layer of managers and heads as we take the institution forward. For example, the extension of the performance management system to the entire University was debated extensively in this forum until agreement was reached on its modality and implementation.

I hold informal yet vitally important meetings with our four labour organisations; this has had a positive spin-off, leading to the early agreement with all unions of annual salary adjustments for 2012. Similarly, my engagements with the student leadership eases the way for the difficult annual tuition fee adjustment discussions – this year these were successfully concluded on a 9.8% adjustment.

In respect of international networking, I am an active networker who positions the University and South Africa, being the only South Africa Vice-Chancellor to be a member of the Global Universities Summit (formerly the G8/G20 Universities Presidents, Rectors and Vice-Chancellors Forum). I am also active in the Association of Commonwealth Universities, and in the Africa and Southern African Universities Associations.

Taking into consideration the specificity of the University, and the value (and critique) to be derived from performance management, I continue to nurture at UJ a vibrant and active culture of performance development, support and management at Executive Leadership Group level, as well as at the next layer of managers – vice deans and heads of academic schools and departments, and heads of professional support departments who

are responsible for nurturing a university-appropriate version of this culture within our academic communities. This programme has now been expanded to all members of staff.

At the end of 2011, I concluded my term of office as Chairperson of Higher Education South Africa (HESA), however I have accepted the role of Chairperson of HESA's important Differentiation Committee. At state level I am an active member of the National Planning Commission that was established in 2010. I concluded my work as Chairperson and the one-person member of the Ministerial Committee on Student Accommodation, and presented Minister Nzimande with the final report, which has received significant acclaim. I have also been invited by Minister Nzimande to be a member of the important Ministerial Committee on the Review of Universities' Funding. In civil society, I am active in several committees and councils, including South Africa's leading literacy non-governmental organisation, the READ Educational Trust, where I am Chairperson.

During December 2011, I was honoured and humbled to receive the *Le Matinal Africa-India Education Excellence Award for Outstanding Contribution to Education*. Receiving this award would not have been possible without the opportunity that Council has granted me to steward UJ during the past six years.

Finally, in light of the generous remuneration that I receive, I have donated R200 000 toward UJ's Needy Student Fund that provides meals to our needy students. Furthermore, I have contributed R160 000 towards the cost of appointing one postdoctoral fellow.

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

**UJ's
STRATEGIC
THRUSTS:
2011 – 2020**

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

**UJ's
RISKS**

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

STATEMENT ON GOVERNANCE

OVERVIEW

This section focuses on governance with reference to Council and Council Committees; the Executive Leadership Group (five-year reviews, new appointments and approval of early retirement); the Senate Report to Council; The Vice-Chancellor's Report on the governance related to the MEC and its committees; the Student Representative Council (SRC) Report to Council; the Student Services Report to Council; the Convocation Report to Council; and finally, the results of the MEC Corporate Review by Council.

GOVERNANCE TARGETS

As far as governance efficiency is concerned, the Institutional Scorecard for 2011 reflects the following two targets (excluding financial governance):

- An overall average of at least 9 for structure/committee functionality, committee governance and committee administration at UJ;
- MEC Governance Review (conducted primarily by the Audit and Risk Committee of Council and assisted with selective items by the Executive Committee of Council and the Human Resources Committee of Council) to obtain an average of at least 9 (out of 10).

PERFORMANCE COUNCIL AND COUNCIL COMMITTEES

Council membership status

The Council membership status, aligned with the UJ Statute, is reflected in Table 1 of this report. Two new external members of Council were appointed on 1 January 2011: Prof. G.F.R. Ellis (academic) and Mr M. White (corporate governance, information technology governance and auditing), both representing the category related to broad spectrum of competencies. Mr Andile Ngcaba was co-opted as an external member of the Planning and Resource Committee.

Table 1: UJ Council Membership Status 2011

Statute requirements (Clause 10-22)	Member status	Term of office
Five external persons appointed by Minister	Prof. R.D. Marcus (5 years)	1 July 2009 - 30 June 2014 (2 nd term)
	Mrs N.J. Siwani (4 years)	1 July 2008 - 30 June 2012 (2 nd term)
	Ms K. Nyoka (5 years)	1 August 2010 - 31 July 2015 (2 nd term)
	Dr D.S.S. Lushaba (5 years)	1 May 2007 - 30 June 2012
	Ms Z. Nzalo (5 years)	1 May 2007 - 30 June 2012

Three members convocation	Ms G.M.B. Coetzer (5 years) Mr B.E. Hoboyi (4 years) Mr D.M. Manganye (4 years)	1 July 2009 - 30 June 2014 (2 nd term) 1 August 2008 - 31 July 2012 1 August 2008 - 31 July 2012
Ten members who collectively represent a broad spectrum of competencies	Mr T.J. Dikgole (5 years) Dr P. Mjwara (5 years) Mr M.J.N. Njeke ((5 years) Dr W.P. Rowland (5 years) Mr K.B. Sibiyi (5 years) Ms K. Thoka-Mogari (5 years) Mr C.R. Gebhardt (5 years) Mr F. Baleni (5 years) Prof. G.F.R. Ellis (5 years) Mr M. White (5 years)	1 July 2008 - 30 June 2013 (2 nd term) 1 July 2009 - 30 June 2014 (2 nd term) 1 July 2009 - 30 June 2014 (2 nd term) 1 August 2008 - 31 July 2013 (2 nd term) 1 July 2008 - 30 June 2013 (2 nd term) 1 July 2008 - 30 June 2013 (2 nd term) 1 August 2008 - 31 July 2013 (2 nd term) 1 August 2009 -31 July 2014 1 January 2011 - 31 December 2015 1 January 2011 - 31 December 2015
Vice-Chancellor and Principal	Prof. I.L. Rensburg	Membership by virtue of office
Two Deputy Vice-Chancellors	Prof. J.H. Kriek Prof. A. Parekh	Membership by virtue of office Membership by virtue of office
Two members of Senate	Prof. R.P. Ryan (3 years) Prof. J.C. Sonnekus (3 years)	1 August 2010 - 31 July 2013 1 August 2010 - 31 July 2013 (2 nd term)
Two academic employees	Prof. M. Modiba (3 years) Mr D.H. Joubert (3 years)	1 October 2009 - 30 September 2012 1 September 2010 - 31 August 2013
Two non-academic employees	Ms T. Kwinana (3 years) Mr D. Bvuma (3 years)	1 September 2010 - 31 August 2013 1 September 2010 - 31 August 2013
Two students (SRC)	Mr K. Selepe Mr M. Monareng	2011 2011
Registrar (Secretariat)	Prof. M. Muller	Membership by virtue of office
MEC members (invited)	Prof. A. Habib Dr P.Z. Njongwe Prof. D. van der Merwe	Membership by virtue of office Membership by virtue of office Membership by virtue of office

Qualifications and skills of members of Council

The qualifications and skills of external Council members are reflected in Table 2. Members of Council update their general interests on an annual basis and this list is reflected annually in the agenda of Council's second meeting. In addition to this, members of Council declare their interests in accordance with the agenda items of each meeting and update their list of general interests when necessary. Each Council structure/committee has an approved charter derived from the UJ Statute and functions in accordance with the Statute and the relevant charter and subsequent scope of authority as delegated to it by Council.

Table 2: Qualifications and skills/experience of Council members

Name	Qualifications	Experience & Skills
Mr M.F. Baleni	BA Development Studies; Build on Talent; Various certificates	Executive Management: NUM; Involvement in NUM's development projects, Training Centre; Management of people; Policy development; Negotiations (i.e. political, CODESA and collective bargaining and dispute resolutions)

Ms G.M.B. Coetzer	BCom (Acc) (UP); BCom (Acc) Hons (UJ); CA(SA)	CFO various companies: Simba, Foodcorp, Vanda, BHP Bilton (Chrome), BHP Bilton (Coal); COO for ABSA Corporate and Business Bank; CFO SARS; Senior Lecturer (RAU); Lectured at the UOFS Business School
Prof. G.F.R. Ellis	BSc Hons (UCT); PhD (Applied Maths and Theoretical Physics, Cosmos Physics/ Astronomy) (Cambridge)	National and international high-level academic and research experience; Professor Emeritus UCT; Visiting professor Chicago, Hamburg, Alberta, London & Boston Universities
Mr T.J. Dikgole	BCompt; Management Advancement Programme; Executive Director Programme (EDP); MBA; Financial & Accounting	Management; Governance; Leadership; Teaching; Strategy development & implementation; Business administration; Internal auditing; Human resources management; People development
Mr C. Gebhardt	National Diploma Chemical Technology (TWR); National Diploma Production Engineering	Successful entrepreneur in chemical and glass industry; Project and construction management; Quantity Surveyor
Mr B. Hoboyi	National Higher Diploma and National Diploma: Building Surveying; Project Management Programme (Wits Business School); Registered Professional Construction Project Manager with SACPCMP; Chartered Institute of Building	Project and construction management; Quantity Surveyor; Founder and CEO of Hoboyi & Associates (to date); Founder & Director of Zeboyi Design House (to date); Director of companies; Property Development; Assessor for SA Council for Project & Construction Management Professions
Dr S. Lushaba	BSc Hons (UZ); MBA (Wales); DBA (UKZN); Postgraduate Diploma in Company Direction (GMIT&IOD)	Divisional Executive (NSB); Assistant Regional Manager (Spoornet); Commercial Manager (Spoornet); Executive Manager (Spoornet); General Manager (Spoornet); Chief Executive (Rand Water); Vice President (Lonmin); Managing Director (Talent Growth Partners); Facilitator (Institute of Directors); Director of many companies
Dr P. Mjwara	PhD	Executive Management & Leadership in government (Director General); Former Secretary-General Academy of Sciences of South Africa; Former Lecturer and Researcher on Solid State Physics

Mr D.M. Manganye	National Diploma (Information Technology); BTech (Information Technology); Member Institute of Directors of Southern Africa; Various certificates	Founder & Managing Partner – e-SEK; Chairman – Akanani Investment Trust; Chairman – Akanani Property Trust; Management Consultant – Moret Ernst & Young; Management Consultant – Unisys Africa; Management Consultant – EDS Africa; Business consulting experience; Various companies including NEPAD Secretariat, Department of Trade and Industry, Transnet, International Quality & Productivity Institute, SAMSA, Eskom & Blue IQ
Prof. R. Marcus (Chairperson)	BSc (Eng); MSc (Eng); PhD (Wits)	Dean of Engineering (Wits); Honorary Professor (UP & UJ); Business Consultant; Chief Executive of several companies; Founder and Chairperson of Da Vinci Institute for Technology Management; Chairperson UJ Council
Mr J.J. Nyeke	BCom; BCompt Hons; CA(SA); HDiptax	Previously Partner of Price Waterhouse Coopers; Managing Director at Kagiso Trust Investments (1 June 1994 to 30 June 2010); Director of Arcelor Methal, SASOL, MTN, Barloworld, SAQA, MMI Holdings
Ms K. Nyoka	BSocSci	Strategy and Change Management Consultant
Ms Z. Nzalo	Diploma; Certificate in Media	Management studies; Advertising client services; Media communications & marketing
Prof. I. Rensburg (Vice-Chancellor and Principal)	B Pharmacy; MA Political and Organisational Sociology; PhD International Comparative Education	Vice-Chancellor and Principal of UJ; Chief Executive: Strategic Corporate Services SABC and President Southern Africa Broadcasters Ass (2001 to 2006); Deputy Director General DoE (1995 to 2001); Commissioner National Planning Commission; Chairperson of HESA; Chairperson of Ministerial Committee on Student Accommodation; Chairperson of READ Education Trust.
Mr W. Rowland	BA, BA Hons; MA (UNISA); PhD (UCT)	National Executive Director of SA National Council for the Blind; CEO Thabo Mbeki Development Trust until 2007 & currently responsible for public relations and fundraising; Director of various bodies, companies, universities and NGOs; Past President of World Blind Union; Past Chairperson of International Disability Alliance; Various advisory positions held at World Bank and World Health Organisation

Mr K. Sibiya	Diploma in Journalism	Personnel Officer, Journalist, Editor, Editor-in-chief and Unionist in the media industry; Director of companies; Chairperson of M-Net & Supersport Int (Pty) Ltd; Chairperson of Supersport Ltd, Football Club; Lead Director of Multichoice; Chairperson of Litha Healthcare Ltd.; Travelled extensively and guest of many governments, i.e. Germany, UK, USA, Japan, Australia, Denmark, France, Norway, Sweden & China
Ms J. Siwani	BA (Social Sciences) (UNISA); Higher Diploma Communication Studies (Wits); Certificates in Project Management (Wits) and Adult & Basic Education and Training	Social work and community development; Project evaluation; Leadership in policy development of above; Academic governance; Non-governmental organisation management; Supporting government to roll out reporting strategy on the African Peer Review; Mechanism and contributing to draft reports; Networking; Ability to interact with professionals and high profile personalities
Mr M. White	BCom Acc; C.I.S.A	Professional services environment, focusing on matters related to IT; Strategic application of IT to business; Internal controls; IT governance and ERP systems

Performance Council and Council Committees

The following council committees are operational:

- Executive Committee of Council (also serving as the Remuneration Committee of Council);
- Audit and Risk Committee of Council;
- Development Committee of Council;
- Human Resources Committee of Council;
- Finance Committee of Council;
- Planning and Resource Committee of Council.

The Ellen Kuzwayo Council Awards Committee and the Honorary Degrees Committee are joint Council and Senate Committees. The Naming Committee (focusing on the naming of new buildings and spaces/areas and re-naming of current buildings/paces) is a joint Council and MEC Committee.

Council had four ordinary quarterly meetings: 17 March, 23 June, 22 September and 25 November 2011. The Council annual review session (review presentations by members of the Management Executive Committee) took place on 24 November. The meetings of all structures and committees are reflected in the University Year Programme.

Attendance of Council and Council Committees

Although the overall attendance of Council meetings is satisfactory, the following challenges were experienced during the year under review: one external member of Council was absent from all four Council meetings, one was absent from three and two were absent from two meetings. Regrettably, the final Council meeting held in November was not quorate as the minimum number of external members present was not met.

Performance Review: Council and Council Committees

The performance review of Council and Council Committees was good. A revised 10 point scale performance review instrument was used in 2011, based on the guidelines for the review of each structure (aligned with the Statute and relevant Charter), focusing on the following three items: functionality, governance compliance and committee administration (related to each structure/committee). An average of 9.3 was achieved by Council for both the functionality and governance compliance, while the committee administration reflected a high standard with no lapses, resulting in full compliance and scoring 10. The other committees of council scored between 8.0 and 9.4 for functionality, and a full compliance score of 10 by all committees, with the exception of the Human Resources Committee of Council scoring 8.3 and the Planning and Resource Committee scoring an 8.0 for functionality. These two committees achieved a score of 8.7 for governance compliance while all other committees obtained a full score for governance compliance.

Matters of significance discussed, considered and approved, noted by Council:

- Noting the Vice-Chancellor's quarterly reports.
- Council Governance:
 - Noting that the terms of office of the three Ministerial appointees on the Council will end in June 2012 and that the Executive Committee of the Council will make recommendations to the Minister of Higher Education and Training;
 - Noting that the terms of office of the Convocation representatives on the Council will end on 30 July 2012 and that the elections to (re-)appoint Convocation members on the Council will take place at the February 2012 Convocation meeting;
 - Noting that the term of office of the academic employee will end in September 2012 and that the election process will be initiated early in 2012;
 - Noting that Prof. J.C. Sonnekus will be on sabbatical leave in 2012 and that the Senate has appointed Prof. P. Alexander to replace him for the year;
 - Supporting the Executive Committee of Council's recommendation that Mr J. Oppenheimer be approached to determine his availability to serve on the Council (as co-opted member).
- Making the following appointments to Council Committees:
 - Mr B. Hoboyi and Prof. R.P. Ryan appointed to serve on the Planning and Resources Committee of Council;
 - Mr Andile Ngcaba appointed to serve as co-opted external Planning and Resources Committee member (he is not a Council member).
- Appointing Prof. M.E. Muller as Chairperson of the Institutional Forum, in line with Clause 9 of the Charter for the Institutional Forum.
- Council Committee Charters:
 - Approving amendments to the Council Charter, Executive Committee of Council Charter and the Institutional Forum Charter;
 - Noting editorial amendments to the charters of the following Committees:
 - Human Resources Committee of Council;
 - Finance Committee of Council;
 - Investment Committee of Council;
 - Audit and Risk Committee of Council;
 - Planning and Resources Committee of Council;
 - Naming Committee;
 - Development Committee of Council;
 - Ellen Kuzwayo Council Award Committee;
 - Honorary Degrees Committee.
- Approving the revised review instruments for the Council and Council Committees.
- Ratifying the Executive Committee of Council's approval in respect of the MEC membership on Council and Council Committees.
- Approving the Delegation of Authority for Council and Council Committees;

- Approving UJ's Strategic Thrusts for 2011 to 2020.
- Approving amendments to the Re-Appointment and Performance Review Process for Incumbent ELG Members.
- Approving the following recommended re-appointments of ELG members:
 - The re-appointment of Prof. A. Dempsey as Executive Dean of the Faculty of Economic and Financial Sciences, for a second five-year term of office;
 - The re-appointment of Prof. S. Gravett as Executive Dean of the Faculty of Education, for a second five-year term of office;
 - The re-appointment of Prof. J.H. Kriek as Deputy Vice-Chancellor: Finance, for a second five-year term of office;
 - The re-appointment of Prof. A. Parekh as Deputy Vice-Chancellor: Academic, for a second five-year term of office (until retirement age of 60);
 - The re-appointment of Prof. R.P. Ryan as Executive Dean of the Faculty of Humanities, for a second and final five-year term of office;
 - The re-appointment of Prof. A. Swart as Executive Dean of the Faculty of Health Sciences, for a second five-year term of office.
- Approving the recommendation that the contract of Prof. M. Sauthoff, Executive Dean of the Faculty of Art, Design and Architecture be extended until December 2012.
- Noting the review of Prof. M.E. Muller's contract (Registrar), effective until her retirement on 31 December 2013.
- Approving the following new ELG appointments:
 - Dr P. Mekgwe as Executive Director: Internationalisation, for a five-year term of office;
 - Approving the appointment of Dr R. Bawa as Executive Director: Information and Communication Systems, for a five-year term of office;
 - Approving the appointment of Mr A. Swartbooi as Executive Director: Information and Communication Systems, for a five-year term of office.
- Approving the early retirement of the Chief Information Officer, Mr A. Vorster, effective from 1 July 2011.
- Approving the recommendations of the Development Committee of Council and the MEC to approach selected individuals to serve on the UJ Board of Governors.
- Approving the following recommendations in respect of the naming and renaming of buildings\spaces:
 - The following principles on the naming of sports facilities at UJ, as recommended by the Naming Committee:
 - Conventional practice has led to the conclusion that the name of the Absa Oval remains until such time that the sponsorship is ceded by the sponsor. As part of the next contractual deliberations, UJ should seek to jointly brand with the sponsor.
 - The continuation of the UJ label at the vast majority of sports facilities and a process should be initiated to explore the possibility of sponsorships.
 - The following facilities should be renamed after the UJ label, until such time that an appropriate sponsor is found:
 - A.W. Muller Stadium;
 - Jan Hofmeyer Soccer Field;
 - Orban Clubhouse;
 - Orban Hockey and Cricket Field.
 - The contractual obligations, if any, on the A.W. Muller Stadium should be determined.
 - The Division: Sport should be afforded the opportunity to engage with appropriate sponsors on the possibility of jointly naming sports facilities.
 - That the sporting facilities which were not under the UJ banner should immediately fall under the UJ banner, subject to no contractual obligations being in place;
 - That the name of the UJ Arts Centre be confirmed;
 - That the timeframes for the future naming of the UJ Arts Centre be open-ended, should a suitable donor arise in future;
 - That the Amphitheatre at APB be named Hlanganani (isiZulu for "unite");

- That the Administrative Building at DFC be named Maropeng (Setswana for “returning to the place of our origins”);
- That the New Lecture Block at DFC be named Ulwazi (isiZulu for “knowledge”);
- That the name Old Synagogue be retained for the old synagogue building at DFC;
- That the laboratory at the Department of Geology (Faculty of Science), where the Raman instrument will be used, be named the ASSORE Raman Laboratory.
- Approving amendments to the Regulations for Student Discipline.
- Approving the 2010 Audited Annual Financial Statements.
- Approving the re-appointment of Deloitte as internal auditors for 2012, with the request that a tender for internal auditing services be put out for 2013.
- Approving the re-appointment of PricewaterhouseCoopers as external auditors.
- Approving the 2012 budget.
- Approving the Strategic Risk Register.
- Approving the recommendation of the Honorary Degrees Committee to confer Honorary Degrees on the following individuals:
 - Ms Gcina Mhlope;
 - Prof. Shula Marks.
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals:
 - Dr Duduzile R. Mkhize;
 - Ms Sibongile Mkhabela;
 - Mr Tom de Beer;
 - Dr Carol Baker.
- Approving the amended Retirement Age Policy.
- Approving the revised Human Resources Delegation of Authority.
- Approving the Institutional Transformation Plan.
- Approving the disability employment target of 1% of the total number of employees.
- Approving the recommendation of the Finance Committee of Council and the Planning and Resources Committee of Council to continue with the DFC Consolidation, Phase I.
- Approving the development of technology focus areas for DFC, i.e. Work-Integrated Learning and Training Centre and a Design and Industrialisation Centre for Innovation and Product Development.
- Approving the UJ Annual Report for 2010 for submission to the Department of Higher Education and Training.
- Approving the Overview of the UJ Quality Improvement Plan.
- Approving the 2012 tuition fee increment as well as the additional matters included in the Memorandum of Agreement between the MEC and the UJ SRC.
- Approving that Solidarity be formally recognised as a labour union at UJ.
- Approving that all four recognised labour unions be informed in writing that, in order to be recognised as formal labour unions at UJ from 1 January 2013 onwards, each union should have a membership of at least 20% of the total UJ staff complement.
- Noting that the revised UJ Statute has been approved by the Minister of Higher Education and Training.
- Noting the 2011 Institutional Scorecard.
- Noting the final results of the 2010 Institutional Scorecard.
- Noting the feedback on the progress made with Photovoltaic Technology Intellectual Property (PTIP).
- Noting the feedback on the progress made with the dispute between UJ, the University of Pretoria (UP) and Nelson Mandela Metropolitan University (NMMU) on PTIP.
- Noting the feedback on the progress with the Campus Master Plan, particularly in respect of the DFC development and student residences at SWC and APK (Portion 1, Erf 806).
- Noting the feedback on the progress in respect of the proposed transfer of the East Rand Campus to UNISA.
- Noting the Executive Committee of Council's support for the creation of a Centre for Technology Transfer and International Commercialisation (CTTIC).

- Noting the quarterly reports from the Council committees.
- Noting quarterly reports from Senate.
- Noting quarterly reports from the Institutional Forum.
- Noting quarterly academic reports.
- Noting the Employment Equity Report for the period January to June 2011 Report on compliance with 2011 employment equity targets.
- Noting quarterly security reports.
- Noting the quarterly HIV and AIDS reports.
- Noting the UJ SRC President's quarterly reports.
- Noting the 2010 Annual Report as well as 2011 quarterly reports in respect of student disciplinary cases.
- Noting the Declaration of General Interest of Council members and invitees.
- Noting the qualifications, skills and experience of Council members.
- Noting the attendance of Council and Council committees for 2010.
- Noting the quarterly reports on the attendance of Council and Council committees.
- Conducting a Council performance review for 2011.
- Discussing and noting Council and Council committees' performance review results of 2010.

Council annual MEC review session

The following issues were identified during the various group discussions at the Council Workshop of November 2011 for further deliberation and follow-up in the next year:

- Faculty peer review by top national and international scholars.
- Revision of the institutional structure.
- Revision of governance, to maximise innovation, and to allow outside players to advise UJ.
- Assess the areas in which there was room for improvement and for the revision of targets, and in which areas UJ should stabilise.
- Identify fewer high-impact strategic projects and utilising a percentage of the budget for funding of those projects.
- Identify the opportunities for attracting some key academics of high quality.
- Deliberate the effort necessary to also incentivise excellent teaching.
- Initiate a process for discharging non-productive staff.
- Technology thrust: Seek to develop relevant partners nationally and within Gauteng.
- Postgraduate/undergraduate balance: The status of the University with specific reference to doctoral output. The importance was emphasised of seeking/understanding the balance between undergraduate teaching and postgraduate research.
- UJ is a unique, entrepreneurial university and should not compete with any other university and should not become a 'copycat' institution.
- Identification of prime partnerships.
- Empower executive deans, within careful boundaries.

EXECUTIVE LEADERSHIP GROUP

Five year reviews: ELG members

The ELG organogram (Annexure 1) reflects the operating context and the reporting lines. The executive reviews, after the first-term of office of the relevant incumbents, of the following executive employees were conducted in 2011 and further contracts were approved by Council in accordance with each executive employee's review outcome:

- The re-appointment of Prof. A. Dempsey as Executive Dean of the Faculty of Economic and Financial Sciences, for a second five-year term of office.
- The re-appointment of Prof. S. Gravett as Executive Dean of the Faculty of Education, for a second five-year term of office.

- The re-appointment of Prof. J.H. Kriek as Deputy Vice-Chancellor: Finance, for a second five-year term of office.
- The re-appointment of Prof. A. Parekh as Deputy Vice-Chancellor: Academic, for a second five-year term of office (until retirement age of 60).
- The re-appointment of Prof. R.P. Ryan as Executive Dean of the Faculty of Humanities, for a second and final five-year term of office.
- The re-appointment of Prof. A. Swart as Executive Dean of the Faculty of Health Sciences, for a second five-year term of office.
- The review of Prof. M.E. Muller's contract (Registrar), effective until her retirement on 31 December 2013.

Appointments of new ELG members

The following new ELG appointments were approved:

- Dr P. Mekingwe as Executive Director: Internationalisation, for a five-year term of office (commencing in 2011).
- Dr R. Bawa as Executive Director: Information and Communication Systems, for a five-year term of office (commencing in 2012).
- Mr A. Swartbooi as Executive Director: Information and Communication Systems, for a five-year term of office (commencing in 2011).

Early retirement

Council approved the early retirement of the Executive Director: Information and Communication Systems, Mr A. Vorster, effective on 1 July 2011.

SENATE REPORT TO COUNCIL

Sabbatical leave Vice-Chancellor

Sabbatical leave was approved by the Council Remuneration Committee in 2010 to be taken in 2011 for the following executives: the Vice-Chancellor and Principal, Prof. Ihron Rensburg and the Deputy Vice-Chancellor: Human Resources and Institutional Planning. Council appointed the Deputy Vice-Chancellor: Finance to act as the Vice-Chancellor and Principal during the Vice-Chancellor's sabbatical leave from August to the end of October.

Senate and Senate Committees

Senate functions in accordance with the UJ Statute and the charter approved by Senate. The following Senate Committees are operational:

- Faculty Boards;
- Executive Committee of Senate (Senex);
- Senate Academic Freedom Committee;
- Senate Higher Degrees Committee;
- Senate Language Committee;
- Senate Teaching and Learning Committee;
- Senate Quality Committee;
- University Research Committee.

Performance Senate and Senate Committees

Each committee has an approved charter and functions in accordance with this charter and subsequent scope of authority as delegated to it by Senate. Senate approved the proposal on the delegation of authority for Senate and Senate committees, resulting in the creation of a Vice-Chancellor's (VC's) Circular. The main function of the VC's Circular is to remove plenary business from the Senate agenda, but allowing Senate members the opportunity to indicate their dissent, in writing, in respect of an item on the VC's Circular, which will then be included on the Senate agenda. Members of Senate may, however, request the Registrar, in consultation with the Vice-Chancellor and Principal, to deliberate on a matter reflected in the VC's Circular.

A Senate Delegation of Authority was revised in 2011 and the Senate VC's Circular was introduced and is working well (circulated to members of Senate prior to a Senate meeting, addressing matters to be considered by Senate but not necessarily requiring deliberation). The attendance of Senate and Senate Committees is satisfactory with all meetings being quorate in 2011.

The performance reviews conducted by Senate and Senate Committees were excellent (based on a revised performance review system focusing on functionality, governance compliance and the quality of committee administration related to the particular structure/committee. All structures obtained an average score of 8.0 and 10 for functionality and governance compliance respectively, and committee administration achieved a score of 10 for all Senate structures/committees. The duplication of agenda items at certain committees (i.e. Senate Teaching and Learning Committee and Senate Quality Committee) was highlighted as a challenge to be addressed in 2012.

The Senate, which functions in accordance with sections 23 to 33 of the UJ Statute, had a membership of 223 in 2011. Attendance in 2011 was excellent and all meetings were quorate. Senate held four meetings: 23 March, 22 June, 19 September and 22 November 2011. Senate delegated the authority to approve the Higher Education Qualification Framework (HEQF) Category A HEQF alignment to Senex. A total of 855 qualification Category A submissions were approved by Senex and submitted to the Higher Education Quality Committee (HEQC). Note: Category A refers to programmes that require few or no changes to align them with the HEQF, such as name changes, National Qualifications Framework- (NQF) level changes and changes that are of a minor or technical nature that do not affect the curriculum.

Matters of significance discussed, considered and approved, noted by Senate:

- The Vice-Chancellor's quarterly reports focusing on *inter alia* the following:
 - Enrolment and registration statistics and related matters;
 - Student financial aid – NSFAS;
 - Expulsion of the SRC President;
 - Annual substantive negotiations;
 - Higher education system strategic matters;
 - Executive leadership matters;
 - Stature and quality of science and technological programmes, innovation and technology transfer;
 - Brand and alumni of the University of Johannesburg;
 - Sustainable resources management and utilisation and campus equivalence;
 - Institutional leadership, strategy, planning and individual value added;
 - Change from suppliers in terms of printing;
 - Tuition fee adjustments for 2012;
 - SRC Elections;
 - Budget for 2012;
 - Changes to the MEC portfolio.
- Approving, subject to final Council approval, the following:
 - UJ's formal relationship with Ben-Gurion University (BGU) in Israel to lapse on 1 April 2011. Senate's vote did not preclude individual academics from UJ, BGU or any Palestinian university from collaborating on academic matters. It encourages academics at UJ, BGU and Palestinian universities to pursue research projects without formal institutional agreements.
 - Amendments to the Regulations for Student Discipline.
 - UJ's Institutional Transformation Plan.
 - Conferral of Honorary Degrees on Ms G. Mhlope and Prof. S. Marks.
- Approving the following departmental name changes:
 - Department of Jewellery Design and Ceramics to Department of Jewellery Design and Manufacturing;
 - Academy for Information Technology to the Academy of Computer Science and Software Engineering;
 - Department of Mathematics, Sciences and Technology Education to the Department of Science and Technology Education;

- Department of Business Information Technology to Department of Applied Information Systems;
- Department of Chemical Technology to the Department of Applied Chemistry (for 2013).
- Approving the departmental restructuring of the Faculty of Education to merge with the Department of Curriculum and Instruction and the Department of Education Studies into one department, namely the Department of Education and Curriculum Studies.
- Approving the following 25 formal subsidised academic programmes (to be submitted for external approval):
 - Bachelors in Accounting to be offered at APK;
 - Advanced Diploma in Accountancy to be offered at APK;
 - Bachelor of Commerce Honours in Competition Economics and Industrial Policy to be offered at APK;
 - Advanced Diploma in Economics to be offered at APK;
 - Advanced Diploma in Financial Management to be offered at APK;
 - Advanced Diploma in Property Valuation and Management to be offered at APK;
 - Masters of Emergency Medical Care to be offered at DFC;
 - Masters of Commerce in Information Technology Management to be offered at APK;
 - Masters of Science in Nanoscience to be offered at DFC;
 - Bachelor of Architecture to be offered at APB;
 - Diploma in Architecture to be offered at APB;
 - Bachelor of Arts Honours in Religion to be offered at APK;
 - Bachelor of Health Sciences in Radiography in Diagnostics to be offered at DFC;
 - Bachelor of Health Sciences in Radiography in Diagnostic Ultrasound to be offered at DFC;
 - Bachelor of Health Sciences in Radiography in Nuclear Medicine to be offered at DFC;
 - Bachelor of Health Sciences in Radiography in Radiation Therapy to be offered at DFC;
 - Bachelor of Arts Honours in Design to be offered at APB;
 - Bachelor of Education in Foundation Phase Teaching to be offered at SWC;
 - Bachelor of Education in Intermediate Phase Teaching to be offered at SWC;
 - Advanced Diploma in Education in Remedial Education to be offered at SWC/APK;
 - Advanced Diploma in Further Education and Training (FET) Teaching to be offered at APK;
 - Advanced Diploma in Senior Phase and FET Teaching to be offered at APK;
 - Bachelor of Health Sciences in Medical Laboratory Sciences to be offered at DFC;
 - Bachelor of Arts Honours in Philosophy to be offered at APK;
 - Masters of Arts in Philosophy to be offered at APK;
 - Diploma in Food and Beverage Operations to be offered at APB.
- Approving the following Senate and Senate Committee Charter:
 - Revised Charter of the Senate Executive Committee (Senex).
- Approving the delegation grid for Senate and Senate Committees.
- Approving new strategies and policies and amendments to the following strategies and policies:
 - Amendments to the Teaching and Module Evaluation Policy;
 - Doctoral Support Programme;
 - Teaching Evaluation Process for Fixed-Term Contract Staff;
 - Revised Enrolment Plan for 2012, for submission to the Department of Higher Education and Training;
 - Incentive Scheme for Rated Researchers;
 - Amendments to the Policy on Recognition of Prior Learning (RPL).
- Approving the APK Lecturing Timetable for 2012 with a pilot duration of a 45-minute lecturing period on APK and SWC.
- Approving the amendments to the Academic Regulations for 2012.
- Approving the Academic Calendar for 2012.
- Approving the UJ Quality Improvement Plan.
- Approving the Examination Timetable for 2012 to 2014.
- Approving the request of the Faculty of Management to add a Regulation Directing Afrikaans as Medium of Instruction.

- Approving the Guidelines for Programme Reviews by 2015.
- Delegating the authority to the Executive Committee of Senate to approve the HEQF alignment process prior to submission to the Council on Higher Education (CHE).
- Approving that the title of Emeritus Professor in the Faculty of Management be conferred on Prof. A. Muller.
- Approving the study fields, titles and supervisors for doctoral studies.
- Approving the outcome of results and the subsequent conferral of doctoral degrees.
- Approving, via the VC's Circular, the offering of the following non-subsidised programmes:
 - To be offered by the Faculty of Economic and Financial Sciences:
 - From Statistics to Compiling a Development Profile (dual purpose);
 - From Statistics to Sustainable Strategies (dual purpose);
 - Personal Financial Planning: Basic Financial Planning (non-credit bearing);
 - Personal Financial Planning: Retirement Planning.
 - To be offered by the Faculty of Health Sciences:
 - Industrial Audiometry Refresher Workshop (non-credit bearing);
 - Industrial Audiometry (credit bearing);
 - Musculo-skeletal Anatomy (non-credit bearing);
 - Health Sector Management and Leadership (non-credit bearing).
 - To be offered by the Faculty of Humanities:
 - Professional Film Production Design (non-credit bearing);
 - Assistant Directing for Film (non-credit bearing);
 - German for Beginners (non-credit bearing).
 - To be offered by the Faculty of Law:
 - Pension Law (credit bearing).
 - To be offered by the Faculty of Management:
 - Retail Operations (non-credit bearing);
 - Introduction to Retail Management (credit bearing);
 - Introduction to Computer Architecture (credit bearing);
 - Lean Programme (credit bearing);
 - Introduction to Computer Architecture (non-credit bearing);
 - Assessment for Higher Education Training Practitioners (non-credit bearing);
 - Advanced Organisational Consulting (non-credit bearing);
 - Advanced Social Entrepreneurship Practice (credit bearing);
 - Professional Selling (credit bearing);
 - Sales Management (credit bearing).
 - To be offered by the Faculty of Science:
 - Geology for Drillers (dual purpose);
 - Introduction to Environmental Geology (dual purpose);
 - Certificate in Cyber Security (credit bearing).
- Approving, via the VC's Circular, the applications for the amendments to the existing academic programmes/ rules/regulations.
- Approving, via the VC's Circular, Senate Discretionary Admissions.
- Approving, via the VC's Circular, requests for Recognition for Prior Learning.
- Electing Prof. P. Alexander as Senate representative to serve on Council from 1 January 2012 to 31 December 2012 (to substitute for Prof. J.C. Sonnekus who is on sabbatical leave).
- Electing the following Senate representatives (not permanent full-time professors) to serve on the Senate Academic Freedom Committee for a three-year period:
 - Prof. N. Erlank;
 - Prof. M. Modiba;
 - Dr D. Wa Kabwe-Segatti.

- Discussing and noting a presentation on Research Output for 2010.
- Noting the relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.
- Noting the UJ process for considering confidential business.
- Noting the quarterly HIV/AIDS Reports.
- Noting the outcome of results and subsequent conferral of master's degrees.
- Conducting an electronic Senate performance review for 2011.
- Discussing and noting Senate and Senate committees' performance review results for 2010.

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal
Chairperson Senate

REPORT OF THE EXECUTIVE MANAGEMENT COMMITTEE (MEC)

Composition

- Vice-Chancellor and Principal (Chairperson);
- Deputy Vice-Chancellor: Academic;
- Deputy Vice-Chancellor: Finance;
- Deputy Vice-Chancellor: Human Resources and Institutional Planning;
- Deputy Vice-Chancellor: Research, Innovation and Advancement;
- Deputy Vice-Chancellor: Strategic Services;
- Registrar.

MEC committees

The following MEC Committees were operational in 2011:

- Management Executive Committee Academic (MECA);
- Management Executive Committee Operations (MECO);
- MEC Business Information Committee (BisCom) – the Committee was dissolved in July 2011 and its functions incorporated into MECO;
- MEC People with Disabilities Committee;
- MEC Risk Management Committee;
- MEC Registration Management Committee – the name of the committee was changed to MEC Enrolment Management Committee in October 2011;
- HIV/AIDS Committee.

Performance MEC and MEC Committees

Attendance of all the MEC Committees is satisfactory with all meetings being quorate. The performance review results of all the committees were also positive, with two committees scoring 10 for governance compliance (MEC and MEC Academic Committee). The functionality of the MEC Committees is good (an average of 7.7 or higher), reflecting the following challenges:

- The high absenteeism rate of selected members of the MEC Risk Management Committee;

- A low functionality of the MEC Operations Committee requiring attention and possible restructuring in 2012.

Matters of significance discussed, considered and approved, noted by the MEC:

• **Governance and related matters:**

- Considering and recommending amendments to the UJ Statute to the UJ Council, via the Council Exco, for approval.
- Committee charters:
 - Approving the revised Charter for MECO;
 - Approving the revised Charter for the MEC Committee for People with Disabilities;
 - Approving the Charter for the Transformation Advisory Board;
 - Approving the revised Charter for the Community Engagement Advisory Board;
 - Approving the Charter for the UJ Event Safety and Security Committee;
 - Supporting and recommending the revised Charter for the Honorary Degrees Committee to the Council Exco and the Honorary Degrees Committee.
- Approving the establishment of an Employment Equity subcommittee of the Transformation Steering Committee.
- Supporting the draft UJ Foundation Deed of Trust.
- Supporting and recommending to the Council, via the Council Exco, the delegation grid for Council and Council committees.
- Identifying and contacting potential individuals to fill the vacancies on the UJ Council, for recommendation to Council Exco, for consideration.
- Recommending to Council Exco potential Council members to serve on the various statutory committees.
- Recommending to Council Exco, for consideration, the MEC's membership on statutory committees.
- Appointing academic employees, nominated by the executive deans, to serve on the Senate (in accordance with Clause 4.12).
- Supporting the Corporate Governance Programme for Council and ELG members.
- Re-allocating of MEC portfolios, where appropriate.
- Discussing and noting Council Workshop Reports and executing relevant actions.
- Discussing and noting the minutes or draft minutes of the following statutory committees: Council, Council Exco, Senate, Senex, the Senate Language Committee, the Senate Academic Freedom Committee, the MEC committees, the Institutional Forum and the Student Services Council.
- Discussing and noting the draft minutes of the Convocation meeting.
- Discussing and noting of the outcomes of the 2010 committee reviews conducted by the Council (and committees), Senate (and committees) and MEC (and committees).
- Approving the revised guidelines for the MEC corporate governance review.
- Approving the Guidelines for Faculty Annual Reports and Non-Academic Annual Reports.
- Discussing and noting the 2010 Annual Report, for submission to the Council, for consideration.
- Determining the programmes for the MEC and ELG Breakaways and discussing and noting the reports thereof, and initiating the appropriate actions.
- Discussing and noting the campus visit reports and initiating appropriate actions, as and when required.
- Discussing and noting the Report on the VC Consultation with the Senior Leadership Group.
- MEC representation on the Institutional Forum (IF):
 - Recommending to the Council, via the Council Exco, that Prof. Muller be appointed as Chairperson of the IF;
 - >• Appointing Prof. van der Merwe as second MEC representative on the IF for a four-year period commencing 1 January 2012.
- Appointing Prof. van der Merwe as MEC representative on the Naming Committee.
- Appointing employees as Employer Trustees on the UJ Pension Fund, the UJ Defined Benefit Pension Fund and the UJ Provident Fund.

- Re-appointing Ms P. Lamberti to serve on the Senate Language Committee as extra-faculty employee representing academic development and support services, for a three-year period, with effect from 1 February 2011.
- Approving amendments to the committee performance review instruments.
- Conducting the MEC performance review for 2011.
- Discussing and noting the outcomes of the 2010 performance reviews of all statutory committee meetings.
- **Strategies and policies:**
 - Approving the Policy for the Re-Appointment and Performance Review of Campus Directors.
 - Approving the revised Appointment Procedure for Vice-Deans.
 - Approving the UJ Institutional Transformation Plan.
 - Approving the Tobacco Control Policy.
 - Approving the Occupational Health Policy.
 - Approving the Standard Operation Procedure for Travel Health for UJ Employees.
 - Approving the revised Student Accommodation and Residence Life Rules and Regulations.
 - Approving the revised Policy on Admission and Placement of Students at UJ.
 - Approving the revised Policy on Off-Campus Accommodation.
 - Approving the University Accommodation Policy.
 - Approving the Vacation Policy.
 - Approving the Policy on Responsible Student Usage of Alcohol and Prevention of Substance Abuse.
 - Approving the Policy on Overtime Compensation.
 - Revised Financial Policies and Procedures.
 - Revised Procurement Policies and Procedures as part of Supply Chain Management.
 - Approving the revised Policy on People with Disabilities.
 - Approving the Job Evaluation Policy.
 - Approving the Human Resources Resourcing Policy.
 - Supporting and recommending to the Council, via the Human Resources Committee of Council, for approval, the revised Human Resources Delegation of Authority.
 - Supporting and recommending to the Human Resources Committee of Council, for approval, the Performance Management Policy.
 - Supporting and recommending to the Council for approval, via the Council Exco and the Human Resources Committee of Council, the Policy on Retirement Age (excluding ELG members).
 - Advising the Council Exco and the Human Resources Committee of Council of the recommended approach to be followed in respect of the retirement age of ELG members.
 - Supporting and recommending to the Senate the revised Regulations for Student Discipline.
- **Academic, research and academic administration and related matters:**
 - Reviewing the 2011 registrations and walk-in processes.
 - Reviewing the 2012 application statistics.
 - Approving the Alumni Strategy for 2011 to 2020.
 - Approving additional budget to accommodate 10 additional postdoctoral fellows in two faculties.
 - Approving the proposal for initiating a Staff Qualifications Programme (SQP) at doctoral level.
 - Supporting and recommending to the Senate, via the Senex, the Enrolment Plan for 2012.
 - Supporting and recommending to the Senate, via the Senex, the proposed Examination Timetable format for 2012 to 2014.
 - Supporting and recommending to the Senate, via the Senex, the proposed Incentive Scheme for Rated Researchers.
 - Supporting and recommending to the Senate, via the Senex, the proposal for granting academic conditions of service to the Division of Academic Development and Support (within the Directorate of Academic Development and Support).
 - Supporting the draft proposal for a Winter School to enhance pass rates.

- Supporting the proposal for establishing a Development Studies Institute at UJ.
- Supporting the Strategy for the Management of Late Applications (Walk-ins) for 2012.
- Supporting the Strategy for Registration for 2012.
- Determining themes for Senate meetings.
- Adopting principles for professorial inaugurations.
- Discussing and noting the Report on the 2010 Research Outputs.
- Discussing and noting the Report on the Next Generation Scholars Programme.
- Discussing and noting the 2011 Registration Report and the Registration Workshop Report.
- Discussing and noting the progress reports in respect of the Staff Qualifications Project (SQP) at master's level.
- Discussing and noting the 2011 Graduation Report.
- Discussing and noting the minutes of the Graduation Committee and where applicable, considering recommendations.
- **Finance and related matters:**
 - Supporting and recommending to the Finance Committee of Council, for consideration, the proposed budget for 2012.
 - Supporting and recommending to the Finance Committee of Council, for consideration, the proposed Capital Expenditure (CAPEX) budget for 2012.
 - Supporting and recommending to the Council, via the Council Exco, the creation of the Centre for Technology Transfer and International Commercialisation.
 - Approving and submitting to the Finance Committee of Council, for ratification, the Tender Committee's recommendation for awarding the printing tender to Konica Minolta SA for a three-year period commencing 1 January 2012.
 - Approving the Institutional Risk Register and submitting it to the Audit and Risk Committee of Council for noting.
 - Approving the Strategic Risk Register, for submission thereof to the Council for noting, via the Audit and Risk Committee of Council.
 - Approving the upgrading of the Oracle ERP System to Oracle V12.
 - Discussing and noting the quarterly Year-to-Date Management Accounts.
 - Discussing and noting the progress reports in respect of PTIP.
- **Infrastructure development and related matters:**
 - Approving the proposal to erect a new building to accommodate the Funda UJabule Primary School at SWC.
 - Discussing and noting the progress reports on the DFC Consolidation Project.
 - Discussing and noting the progress reports on the erection of student residences at Portion 1, Erf 809, Auckland Park and at SWC.
 - Noting the limited progress being made with the proposed transfer of the ERC from UJ to UNISA.
 - Granting permission to serve three months' notice to vacate UJ properties to staff who were occupying them for no immediate operational reasons.
- **Information and Communication Technology (ICT) and related matters:**
 - Approving the ICT Request for Information on Wireless Service Providers Capabilities and Offerings.
 - Approving the Request for Information for Student Access Devices.
 - Approving the recommendation that UJ register as an internet service provider.
 - Supporting the Purco initiative on the purchasing of student laptops.
 - Supporting the short- to medium-term Information Communication Systems (ICS) Strategy.
- **Human resources and related matters:**
 - Approving the appointment of House Wardens.
 - Approving the recommended appointments of vice-deans in the following faculties: the Faculty of Humanities, the Faculty of Management and the Faculty of Science.

- Approving the abolishment of positions vacant for two years and beyond and approving the establishment of a sub-committee to consider appeals against the abolishment of vacant positions.
 - Approving the recommended appointment of campus directors for Auckland Park campuses (APB and APK combined) and for SWC.
 - Approving applications for converting sabbatical leave of academic employees to one year.
 - Approving the application for extension of retirement age of a professor in the Faculty of Science.
 - Approving the Practice Note on Sabbatical Leave for Non-Faculty Staff.
 - Approving the UJ Leadership Initiative and the ELG 360-degree assessment.
 - Approving the revised Library and Information Centre's human resources structure.
 - Approving the separation of Student Affairs from two into three divisions and the addition of a Director to manage the new division.
 - Approving the establishment of a Legal Unit within the Registrar's Portfolio.
 - Approving the proposal for restructuring the Audio Visual Unit.
 - Approving the application of Solidarity to be granted organisational rights.
 - Supporting the draft Disciplinary Procedure for UJ Employees.
 - Considering applications for extension of sick leave with half-pay.
 - Supporting and recommending to the Human Resources Committee of Council, for noting, the draft 2009/2010 Employment Equity Report for UJ (for submission to the Department of Labour).
 - Supporting and recommending to the Human Resources Committee of Council, for consideration, an eight-month extension of the contract of an Executive Dean.
 - Supporting and recommending to Council Exco amendments to the Review Committees for executive deans and executive directors.
 - Supporting and recommending to the Council, for consideration, via the Council Exco, Solidarity's application for recognition as a union at UJ.
 - Recommending to the Council, for consideration, via the Human Resources Committee of Council, a minimum threshold of 20% of the total employees to be recognised as a labour union at UJ, which should be achieved by 1 January 2013.
 - Reviewing the performance ratings of the executive deans and executive directors.
 - Supporting the recommendation for using Oracle Learning Management software to plan and manage training and development.
 - Discussing and noting the quarterly Employment Equity Reports, as well as the Annual Employment Equity Report.
 - Noting the 2011 Substantive Agreement.
 - Noting the 2012 Substantive Agreement with the National Education, Health and Allied Workers' Union (NEHAWU) and the 2012/2013 Substantive Agreement with the National Tertiary Education Union (NTEU) and the South African Parastatal and Tertiary Institutions Union (SAPTU).
- **Other matters**
 - Discussing and recommending to the Council, for consideration, via the Council Exco, adjustments to the Institutional Scorecard.
 - Approving that cyclical surveys in the following selected areas be conducted: academic life cycle, student surveys, finance, human resources, operations and ICS.
 - Approving the recommended nominees for the VC Distinguished Awards.
 - Considering nominations for the VC Award for Non-Academic Employees for Service Beyond the Normal Call of Duty.
 - Considering nominations of academic staff for excellence awards in terms of the Talent Strategy for Individuals with High Levels of Skill, Scarcity and/or Excellence.
 - Approving the establishment of a working group to discuss the implementation of the Safety at Sports and Recreational Events Act of 2010.
 - Granting in-principle approval for the proposed development of an African Centre for Olympic Studies at UJ.

- Approving the UJ Student Charter.
- Approving the creation of an In-House Student Funeral Fund.
- Supporting and recommending to the Council, for consideration, the following recommendations by the Naming Committee for the naming and renaming of buildings:
 - UJ Arts Centre to be formalised;
 - Hlanganani for the Amphitheatre at APB;
 - Maropeng for the Administrative Building at DFC;
 - Ulwazi for the new lecture block at DFC;
 - Retaining the name, Old Synagogue, at DFC;
 - ASSORE Raman Laboratory for the space at the Department of Geology.
- Discussing and noting the UJ Quality Improvement Plan.
- Discussing and noting the quarterly reports on the following:
 - Occupational Health Practice;
 - Primary Health Care;
 - HIV and AIDS;
 - Security;
 - Occupational Safety;
 - Student Risky Behaviour;
 - Student Disciplinary Cases.
- Noting the reports on international visits.
- Hosting fellows from other South African universities in the following professional areas in 2011, as part of the Higher Education Leadership and Management Programme:
 - Registrar's Office (Registry);
 - Academic Development and Support;
 - Research Administration;
 - Institutional Advancement, in particular marketing, branding and events management.

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

STUDENT REPRESENTATIVE COUNCIL (SRC) REPORT TO COUNCIL

The Student Representative Council was convened on an ad hoc basis during the reporting year. No performance review was conducted. The meetings focused on the following:

- Suspension of the UJSRC President and Secretary-General;
- Planning of the fresher's ball, serenade, first-year concert and sports fun day;
- Academic exclusions;
- Fee negotiations with management;
- NSFAS;
- Bus shuttle services;
- Off-campus accommodation;
- Examination timetable 2012;
- Loyalty card;
- Student funeral policy;
- Trip to Cape Town;
- SRC Trust Fund;
- SRC meal assistance;
- 2012 student diary;
- SRC elections 2012.

Kholofelo Selepe

President: Student Representative Council

STUDENT SERVICES COUNCIL (SSC) REPORT TO COUNCIL

Three meetings of the Student Services Council (SSC) were scheduled. One meeting was not quorate. No performance review was conducted. The SSC focused on the following:

- Promotion of Academic Ethos and Student Charter;
- Bus shuttle services;
- Textbooks;
- Internet wireless connection;
- UJ strategy for the management of late applications and walk-ins;
- Residence vacation policy;
- Academic appeals and the role of the SRC during the management of late applications and registration;
- Examination timetable 2012 (presentation by academic administration);
- Proposed amendments to the SRC Constitution;
- Delay of NSFAS in availing funds for textbooks.

Derek van der Merwe (Prof.)

Deputy Vice-Chancellor: Human Resources, Institutional Planning and Student Affairs

CONVOCATION REPORT TO COUNCIL

The Annual General Meeting of the Convocation was held on 24 February 2011 and the meeting was quorate. A treasurer and secretariat (in accordance with the Constitution of the Convocation) were elected. The President of the Convocation, Ms G.M.B. Coetzer, presented the Convocation report and the Vice-Chancellor and Principal, Prof. Ihron Rensburg, presented his report focusing *inter alia* on alumni initiatives, the status of UJ, enrolment figures, graduate output, success rates and the academic, research and overall performance of the University in 2011.

G.M.B. Coetzer (Ms)

President: Convocation

CORPORATE GOVERNANCE REVIEW: MANAGEMENT EXECUTIVE COMMITTEE

The annual review by Council on the performance of the Management Executive Committee related to corporate governance was concluded in 2011 with an average score of 4.6 (out of 5). Five of the items achieved a score of 5 and the other five obtaining ratings varying from 4 to 4.3. This instrument and related guidelines will be reviewed in 2012 to accommodate all the principles reflected in the Higher Education Act, the newly promulgated Higher Education Laws Amendment Act and the general principles reflected in King III that are applicable to a Higher Education Institution.

A Corporate Governance leadership programme was offered in October to members of the ELG, Heads of Academic Departments/Schools and directors at the University. This programme consisted of the following: general principles of corporate governance and overview of King III, ethical leadership and corporate citizenship, governance and sustainability, governance strategy (UJ perspective and practical application), risk management, governance and controls and the practical application at UJ. A high-level corporate governance presentation was also shown to members of Council at the November annual review workshop.

Roy Marcus (Prof.)

Chairperson of Council

CONCLUSION AND WAY FORWARD

The above report confirms that the governance performance is good, with the exception of the fact that Council was not quorate at the November Council meeting. In addition to this, the student leadership governance was not up to standard due to many institutional and external dynamics.

The target set for the MEC Governance review by Council was exceeded as an achievement of 9.2 was attained. As far as the functionality, governance and quality of committee administration was concerned, the target of 9 was also met, with an average of 9.3.

The following governance challenges need to be addressed:

- Inadequate attendance by selected external members of Council at Council, Council Committees and other constituencies;
- Functionality and governance of both the Student Representative Council and the Student Services Council;
- Revision of the MEC Corporate Governance Review; guidelines and instrument – expanded to also include the governance of Senate and Senate Committees, as well as information technology governance in accordance with the King III requirements;
- Duplication of agenda items at Senate Committees with due regard to a review of the Senate Committees and overlapping of mandates;
- Review of the MEC Operations Committee and its value proposition.

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

Roy Marcus (Prof.)

Chairperson of Council



UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

STATEMENT ON RISK MANAGEMENT

OVERVIEW AND RISK MANAGEMENT GOVERNANCE CONTEXT

The Finance Division is responsible for coordinating the risk management process at the University. Since the first risk assessment in 2007, the University has institutionalised the process and each faculty and non-academic/professional support service division is required to analyse, assess, evaluate and rate its operational and strategic risks on a continual basis. All risk amendments are tabled at the Management Executive Committee (MEC) Risk Management Committee (RMC) to ensure that no risks are re-rated without confirming that the re-rating has no other influences on the integrated risk management process or the institutional risk register.

This Committee also ensures that the mitigating strategies for all the listed risks are continually revised and updated. The minutes of the MEC RMC, as well as the updated Risk Register, serve at the MEC for deliberation and consideration, after which the final Risk Register is considered by the Council's Audit and Risk Committee.

Risk management is also an integral part of the annual performance criteria of the Registrar, all executive deans and executive directors. The University's risk management process requires of each executive dean and executive director to formally consider and evaluate his/her respective identified risks, the related ratings and mitigating strategies at least twice a year, in order to ensure that the risks are still valid and up to date. The process also allows a manager to evaluate the risks in an environment when circumstances change. A decision was taken by the Audit and Risk Committee of Council (ARCC) at its last meeting in 2011 that the minutes of the MEC RMC must also serve at the ARCC for noting and for consideration when necessary.

POLICY FRAMEWORK

The updated institutional Risk Management Policy, strategy and methodology were developed, considered and approved by the MEC in 2007, revised in 2010 and consist of the following:

- Risk Management Policy;
- Risk management strategy;
- Risk management objectives;
- Risk management structure and subsequent roles and responsibilities;
- Scope of authority with reference to the Management Executive Committee, Audit and Risk Committee of Council, and Council;
- Framework for risk identification and risk categories;
- Definitions and description of the various risk categories;
- The risk management cycle and updating of this cycle;
- Performance management processes, that is, identification and understanding of risks, risk appetite, evaluation of residual risk, response and management strategies, monitoring and reporting, etc.;

- Risk appetite and evaluation criteria and impact determination, including the impact rating guide for the University.

INSTITUTIONAL RISKS

The following material risks were listed on the University of Johannesburg's Risk Register for 2011 (with a rating of 15 or above) and the interventions or mitigating strategies are justified throughout the UJ Annual Report:

Academic risks

The following academic risks are reflected on the UJ Risk Register:

- Quality of first-year intake (undergraduate students);
- Relocation of the Faculty of Engineering and the Built Environment and Faculty of Health Sciences to DFC;
- Loss of high-performance employees;
- Postgraduate students throughput rate;
- Undergraduate students throughput rate;
- Sufficient and appropriate learning and teaching spaces;
- Succession planning (expected and unexpected);
- Central Management Information System: access, data integrity and development;
- Business continuity: Information Technology Systems;
- Postgraduate enrolment targets;
- Decline in white students below the critical mass.

Institutional planning and business disaster recovery

- Institutional planning and business disaster recovery;
- Lack of integrated business disaster recovery awareness.

Financial risks

- Increase in doubtful debt;
- Increased electricity cost;
- Financial sustainability.

PERFORMANCE

Management of the academic risks

The management of risks in general is reflected in the different sections of the Annual Report. The management of academic risks is reflected in the Senate Reports to Council related to Teaching and Learning, Research and Innovation and the performance of faculties. The Report on Academic Development and Support reflects all the risk mitigation interventions in this regard.

Management of other risks

Each portfolio report reflects the management of the institutional risks, as well as the management of portfolio risks.

Business Continuity

A Business Continuity Management assessment was conducted by the internal auditors in 2011. All members of the Executive Leadership Group participated in this audit. The results of this audit (awareness and maturity) will be finalised in 2012 and will serve at the first Audit and Risk Committee of Council. An internal audit on business continuity and the King 111 Information Technology governance was also conducted by the internal auditors in 2011 and these results will also serve at the Audit and Risk Committee of Council meeting in 2012. A project team has been constituted to compile a project plan, based on the internal audit results, to address the compliance inadequacies related to Information Communication Systems and Business Continuity Management. The MEC Corporate Governance Review guidelines and instrument will be revised

for consideration by Council in 2012. These will include a section on Information Technology governance and the principles of business continuity management.

Management Information System

Institutional Planning, and the location of the Management Information Systems Division, have been restructured to report to the Deputy Vice-Chancellor: Academic. This was approved by Council and the execution of the decision will take place in 2012.

Succession planning

The management of this risk is addressed in the Human Resources report in Section 13.

Financial risks

Financial risks are addressed in the final section related to financial sustainability.

REPORT FROM THE MEC RMC

Composition and attendance

The Risk Management Committee is appointed by the MEC and consists of the following:

- Deputy Vice-Chancellor: Finance (Chairperson);
- Deputy Vice-Chancellor: Strategic Services (Deputy Chairperson);
- Deputy Vice-Chancellor: Academic;
- Registrar;
- Executive Director: Human Resources;
- Executive Director: Information and Communication Systems;
- Executive Director: Finance Governance;
- A risk management specialist nominated by the MEC;
- Two executive deans nominated by the executive deans;
- Two additional executive directors nominated by the MEC: Operations;
- Co-opted members from divisions/clusters/faculties, when necessary;
- Invited members: representative internal auditors and additional invitees as the Committee deems fit.

Four ordinary quarterly meetings were held on 14 February, 18 April, 25 July and 4 October 2011. All the meetings were quorate and attendance was good. The performance review reflects an average of 8.8 for governance compliance, an average of 7.7 for functionality and 10 for the quality of committee administration. The lower score related to the functionality of the committee was attributed to a low score (5.0) given to the principle of 'whistle-blowing' as perceived by four members of the committee.

Matters of significance discussed, considered and approved, or noted by the MEC RMC:

- Adding the following risks to the Institutional Strategic Risk Register:
 - Institutional Hazardous Risks;
 - Control Action Plans, Risk Action Plans and Control Titles were elaborated on, before submission to the MEC and the Audit and Risk Committee of Council.
- Noting the Risk Management Policy (revised and approved in 2010), Strategy and Methodology for UJ, a revision of Risk Categories and Sub-Categories. Risk owners were requested to review the descriptions in their respective risk registers and risk categories. The Risk Identification Matrix should serve as an operational document to the Risk Management Policy, Strategy and Methodology for UJ.
- Noting the progress reports on the identified institutional hazardous risks, as contained in the Disaster Management Plan, as well as the standard operating procedures from the different environments:
 - Disaster Management Assessments: Bunting Road Visit Report;
 - Disaster Management Assessments: Eiland Report;
 - Disaster Management Assessments: Doornfontein Campus Visit Report;
 - Disaster Management Assessments: East Rand Campus Report;
 - Disaster Management Assessments: Egoli Gas Report;

- Disaster Management Assessments: Kingsway Campus Report;
- Disaster Management Assessments: Soweto Campus Visit Report;
- Standard Operating Procedure: Bombs, Bomb Threats and Suspicious Mail or Parcels;
- Policy on Firearms and Dangerous Weapons;
- Protection Services: Emergency Procedure;
- Emergency Planning and Evacuation Procedure;
- Crisis Communication Plan;
- Crisis Communication Plan – Main Action Steps and Checklist;
- Epidemic/Pandemic Preparedness Policy;
- Aggressive Behaviour Medical Procedures;
- Injury on Duty: Standard Operating Procedures (SOPs) for Health Professionals at UJ Clinics;
- Emergency Medical Protocols;
- Procedure for Infection Control in UJ Ambulances;
- Ionising Radiation Exposure Policy;
- Policy for the Management of Students and Patients who are Exposed to Infectious Agents;
- Triage Plan – Medical Management at Disaster Rescue Sites;
- Guidelines to Assist UJ Employees when Contracting Food Providers or Tenants on UJ Sites;
- Progress Report on Hazardous Risks;
- Emergency Operations Plan;
- Waste Management Policy;
- Medical Management Guidelines for Acute Chemical Exposures;
- Incident Procedures;
- Guidelines for Sharps Injury;
- Guidelines to assist UJ Employees when Contracting Food Providers or Tenants on UJ sites;
- Draft UJ Library and Information Centre Disaster Management Plan;
- Draft Policy: Regulation of Gatherings on UJ Premises.
- Noting quarterly reports of the Health and Safety Division and the Division of Operations.
- Noting the quarterly progress reports on the Management of Laboratory Fume Cupboards, Chemical Storage and Associated Ventilation Systems at UJ;
- Noting reports on the Fast Food Service Providers at UJ, with the requirement that they should meet the 85% compliance rate by the end of June 2011. A food hygiene audit was conducted in June 2011 and the following results were noted:
 - five out of the total number of 28 food service providers had achieved the 85% benchmark;
 - twenty-four out of the total number of 28 food service providers had achieved an average of 70% or more;
 - four food service providers had achieved an average score below 70%.
- Approval of the risk registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
 - Faculty of Management;
 - Division: Advancement;
 - Division: Expenditure;
 - Division: Library and Information Centre;
 - Division: Human Resources;
 - Division: Operations;
 - Division: Sport;
 - Division: Information and Communication Systems;
 - Registrar's portfolio, including the risk related to the management of late applications, walk-ins and registration in 2012.
- Noting the Occupational Hygiene Report on a Health Risk Assessment of Environmental Agents at the Faculty of Science on the APK and DFC campuses.
- Noting the health risk of facilities at the Faculty of Engineering and the Built Environment on the APK and DFC campuses.

- Noting the Insurance Claim Statistics.
- Noting the following risk assessments:
 - Legionella Risk Assessment (May 2011) and Occupational Health Advisory;
 - Library Health Risk Assessment (May 2011) and Occupational Health Advisory.
- Consideration of the following Internal Audit Reports:
 - Accounts Payable (February 2011);
 - Contract Management (February 2011);
 - Applications Controls Review – Edulink System (3 May 2011);
 - Faculty of Art, Design and Architecture (October 2010);
 - Faculty of Engineering and the Built Environment (April 2011);
 - Higher Education Management Information System (HEMIS) Process (August 2011);
 - Labour Relations (October 2010);
 - Human Resource Planning (October 2010);
 - Human Resources Permanent Staff (October 2010);
 - Temporary Employees (February 2011);
 - Supplier Masterfile (February 2011);
 - Printing Facilities (October 2010);
 - Purchasing (February 2011);
 - Student Affairs (August 2011);
 - Cash Management Follow-up (May 2011);
 - Security Services Follow-up (July 2011);
 - Facilities: Cleaning and Transport (September 2011);
 - Faculty of Science: Research Accounts (August 2011);
 - Security Services Follow-up (July 2011);
 - Student Assessment and Certification (September 2011).
- Conducting a performance review of the MEC Risk Management Committee for 2011.
- Noting the outcome of the 2010 performance reflecting good performance but that the responsibility related to whistle-blowing requires more attention.

AUDIT AND RISK COMMITTEE OF COUNCIL (ARCC)

The Audit and Risk Committee of Council had three meetings as scheduled annually. The meeting was always quorate and the attendance was good with the exception of one external member of Council and one co-opted external member. The ARCC considers all the internal and external audit reports, the Risk Register of the University and UJ Annual Report.

Composition

The Audit and Risk Committee is a Council Committee whose members are independent of the University Executive Management and free from any business or other relationship which could materially interfere with exercising their independent/objective judgment as a member of the Audit and Risk Committee. The Committee consists of the following members:

- Chairperson of Council (*ex officio*).
- Chairperson: an external council member with proven financial expertise is appointed by Council as the Chairperson of the Audit and Risk Committee.
- At least three additional external members of Council, of which at least one has proven expertise in Information Technology governance, are appointed by Council.
- The Vice-Chancellor and Principal.
- An external expert that is not a current member of Council may be co-opted to the Audit and Risk Committee, as approved by Council.
- Invitees:
 - Deputy Vice-Chancellor: Finance;

- One additional Deputy Vice-Chancellor nominated by the MEC;
- The Registrar;
- External auditors;
- Internal auditors;
- Executive Director: Financial Governance and Revenue;
- Executive Director: Procurement and Expenditure.

Matters noted or considered by the Council Audit and Risk Committee

The following matters of importance were discussed, considered and recommended to the Council, where appropriate:

- Supporting and recommending the Audited Financial Statements for 2010 to the Council, for approval.
- Supporting and recommending the re-appointment of Deloitte as internal auditors for 2012 to the Council, for approval.
- Supporting and recommending the re-appointment of PricewaterhouseCoopers as external auditors for 2012 to the Council, for approval.
- Approving the Internal Audit Coverage Plan for 2011.
- Approving the external auditor's Client Service Plan for the Year Ending 31 December 2011.
- Approving the Strategic Risk Register, and extracting the top ten strategic risks, for recommendation to the Council for noting.
- Discussing and noting the quarterly internal audit progress reports, focusing in particular on the significant findings and the risk ratings.
- Discussing and noting the following internal audit reports:
 - Accounts Payable Process;
 - Cash Management (Follow-up Report);
 - Contract Management;
 - E-Learning Application;
 - Facilities (Cleaning and Transport);
 - Faculty of Art, Design and Architecture;
 - Faculty of Engineering and the Built Environment;
 - General Computer Controls for the Edulink System;
 - HEMIS;
 - Human Resources: Labour Relations;
 - Human Resource Planning;
 - Human Resources: Permanent Staff;
 - Human Resources: Temporary Staff;
 - Maintaining the Supplier Master File;
 - Printing Facilities (*Ad-hoc*);
 - Purchasing Process;
 - Research Accounts of the Faculty of Science;
 - Security Services (Follow-up report);
 - Student Affairs;
 - Student Assessment and Certification.
- Discussing and noting the high-level tracking overview, which reflected the management actions that have been taken to mitigate the risks that have been identified by the internal auditors in previous internal audit reports.
- Noting the ARCC's function-tracking sheet for 2011.
- Discussing the implications of implementing the Public Audit Act on higher education, and for UJ in particular.
- Determining the process to be followed for the appointment of the internal auditors for the three-year cycle commencing 2013.

- Discussing and noting the minutes of the MEC Risk Management Committee meetings.
- Conducting an ARCC performance review for 2010 and 2011.
- Conducting an MEC Corporate Governance Review for 2011 (in consultation with the Human Resources Committee of Council, the Finance Committee of Council and the Executive Committee of Council, reflecting an overall result of 4.6 (five-point rating scale).
- Noting that a revised set of guidelines and assessment instrument related to the above MEC Corporate Governance Review will serve at the ARCC and Executive Committee of Council for approval by Council in 2012.

CONCLUSION AND WAY FORWARD

Based on the information provided in the report above, it is evident that Risk Management is an integral part of the strategic and operational activities of the University and not a standalone process driven by the MEC Risk Committee.

The University has requested Deloitte, the internal auditors, to perform a Risk Management Maturity Assessment to identify the maturity level of the risk management process and any items which the University needs to attend to. This assessment will be performed in 2012.

Due to the extensive risk management process it was also possible to change the University's internal audit approach from a business cycle internal audit approach to a risk based internal approach.

Many internal audits were conducted (as reflected in the two governance structure reports above). The final internal audit reports will serve at the first Audit and Risk Committee meeting in 2012. This includes an internal audit conducted on the governance of Information Technology at UJ.

J.H. Kriek (Prof.)

Deputy Vice-Chancellor: Finance

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

J.J. Njeke (Mr)

Chairperson: Council Audit and Risk Committee

Roy Marcus (Prof.)

Chairperson of Council

**UJ's
STRATEGIC
THRUSTS:
2011 – 2020**

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

**UJ's
RISKS**

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

INSTITUTIONAL FORUM REPORT TO COUNCIL

INTRODUCTION

The Institutional Forum (IF) functions in terms of Section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute (2010). The Institutional Forum consists of two external members of Council, two members of the Management Executive Committee, the executive directors of Human Resources and Student Affairs, two members of Senate elected by Senate, four members representing permanent full-time academic employees that are not otherwise members of Senate, six members representing permanent full-time non-academic employees, two members of the Student Representative Council, two members of each recognised union and one member representing employees with disabilities.

PERFORMANCE

The Registrar was appointed as chairperson of the IF for 2011. The IF held four ordinary (quarterly) meetings, as well as six special meetings to consider recommendations from selection committees on senior management appointments and to consider the ELG Review Committee reports in order to provide advice to the Council on such recommended appointments or a further term of office (or not) for selected members of the ELG.

Attendance

The attendance of the IF meetings have been satisfactory and all meetings were quorate. The attendance of some union members and academic/non-academic employees was average to poor.

Agenda items

Standing items related to transformation at the University were identified to ensure that the IF members could adequately apply their minds to the relevant transformation initiatives in accordance with the UJ Statute.

The following matters of importance were noted, discussed or considered by the IF during the reporting year:

- Supporting UJ's Quality Improvement Plan and advising the UJ Council accordingly.
- Supporting the proposal that the status quo be maintained with the current programmes being approved for tuition in both English and Afrikaans and advising the Council accordingly.
- Supporting the resourcing proposal on the Multilingualism Strategy for the next decade and advising the Council accordingly.
- Supporting the establishment of the UJ Employment Equity Forum as requested by the Department of Labour on Employment Equity and advising Council accordingly.
- Supporting the revised *Re-appointment and Performance Review Process for Incumbent Members of the Executive Leadership Group* and advising Council accordingly.

- Advising the Council on the re-appointment for a further term of office of the following ELG members:
- The Executive Dean: Health Sciences (second five-year term of office);
- The Executive Dean: Humanities (final five-year term of office);
- Deputy Vice-Chancellor: Finance (second five-year term of office);
- Registrar (until retirement age on 31 December 2013);
- Executive Dean: Economic and Financial Sciences (second five-year term of office);
- Executive Dean: Education (second five-year term of office);
- Deputy Vice-Chancellor: Academic (second five-year term of office until retirement age of 60).
- Advising the Council on the appointment of the following ELG members:
- Executive Director: Internationalisation, for a five-year term of office;
- Executive Director: Library and Information Centre, for a five-year term of office;
- Executive Director: Information and Communication Systems, for a five-year term of office;
- The 2010 Equity Report and advising Council accordingly.
- Recommending amendments to the Charter of the Institutional Forum to the Council for approval.
- Supporting the Report on the Cultural Integration Project and advising Council accordingly.
- Noting Council's approval of Solidarity as a recognised labour union at UJ.
- Noting the revised Process for Considering Confidential Business.
- Supporting the establishment of a Transformation Office at UJ.
- Noting the Charter for the Transformation Office and the Transformation Advisory Board.
- Noting the Disciplinary Procedure for UJ Employees.
- Noting the Health Care Practice Report.
- Noting the UJ Occupational Health Practice Report.
- Noting the Diversity Week Programme (19 to 23 September 2011).

IF Performance Review

The annual performance review (with reference to governance, functionality and the quality of committee administration) related to the IF, reflected significant improvement with an average of 8.7 for its functionality and 10 for fully applying its mind to the governance responsibilities (as reflected in the Charter and the UJ Statute) and a full score also for the quality of committee administration related to the IF.

CONCLUSION AND WAY FORWARD

The Registrar was appointed as Chairperson of the IF for 2011. The IF performed significantly better than the previous year and is more focused on the nature and scope of its mandate. A call for nominations related to the academic and non-academic divisions will be repeated.

Marie Muller (Prof.)

Chairperson of the Institutional Forum



UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

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Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
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4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

SENATE REPORT TO COUNCIL: ACADEMIC (TEACHING AND LEARNING) PERFORMANCE

OVERVIEW

The University of Johannesburg is a comprehensive university, implying that academic programmes are offered from undergraduate diploma to doctoral qualifications. The strategic thrusts related to teaching and learning reads as follows:

- Sustained excellence of academic programmes, research and community engagement;
- A comprehensive institution recognised for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer;
- Equivalence of all campuses, with dedicated initial focus on SWC and DFC;
- An international profile of employees, students, scholarly output and institutional reputation;
- A brand that identifies UJ with relevant, accessible and excellent higher education;
- Leadership that matters, in the institution and in civil society.

The key indicators related to the above strategic thrusts are reflected in UJ's Strategic Thrusts: 2011 to 2020 (refer to Annexure 2).

FOCUS

The Institutional Scorecard for 2011, related to teaching and learning, reflects the following targets:

- Overall enrolment: 48 500;
- Honours enrolments and postgraduate below master's: 4 234;
- Master's and doctoral enrolments: 2 500;
- Classification of Educational Subject Matter (CESM) mix Science, Engineering and Technology enrolments: 29.5%;
- Undergraduate success rate: 77.5%;
- Technology and Innovation progress: 8 (out of a possible 10);
- Percentage of academic employees (qualifying group) obtaining a master's degree: 50%;
- Percentage of undergraduate degree applicants that have an M-score (National Certificate holders) of at least 20 or an Admission Point Score (National Senior Certificate holders) of 35 and above: target of 28%.

TEACHING AND LEARNING STRATEGY AND POLICIES

A summary of the most significant strategies, policies and regulations related to teaching and learning is given:

- Academic Regulations;
- Faculty Rules and Regulations;
- UJ Teaching and Learning Strategy;
- Teaching and Learning Policy;
- Academic Programme Policy and Guidelines for the Development of Academic Programmes;
- Admission Policy, including related selection and placement tests;
- Recognition of Prior Learning Policy;
- Assessment Policy;

- Policy on Work-integrated Learning;
- Policy on Learning Material;
- Certification Policy;
- Enrolment Management Plan and UJ model.

ORGANISATIONAL RESPONSIBILITIES AND GOVERNANCE

Overview

The Deputy Vice-Chancellor (DVC): Academic is responsible for the core business related to teaching and learning. The Executive Director: Academic Development and Support reports to the DVC: Academic. The Executive Director: Library and Information Centre reports to the DVC: Research, Innovation and Advancement. A new position was created in 2011 for Executive Director: Internationalisation.

Senate and Senate Committees are responsible for the governance related to the academic programme delivery. The performance of Senate and Senate Committees is reflected in Section 4 of this report.

The Registrar is responsible for the governance and quality of academic administration relating to the academic lifecycle of the student, from application to graduation. The following governance related to teaching and learning is reflected in this section:

- Programme qualification mix (PQM);
- Academic architecture;
- Distinctive campus programmes;
- Enrolment Plan 2011;
- Senate and Senate Committees;
- Teaching and learning support governance:
- Academic Development and Support;
- Library and Information Centre;
- Internationalisation (instated in September).

Programme Qualification Mix

The University's official PQM for 2011 is approved by the Department of Higher Education and Training (DHET) and regulates the nature of programmes to be offered by the University, for subsidy purposes. A total of 200 qualifications reflecting the main designator (classification of a qualification, i.e. BA, BCom, BSc, etc.) are reflected in the PQM, of which 60 of these are undergraduate diplomas (excluding the Advanced Certificate in Education (ACE)). When the qualifier of the qualification (specialisation area, i.e. BCom Accounting, BA Psychology, etc.) is added, the University had 855 active qualifications and 3 643 active modules on the academic structure. Twenty-five new subsidised academic programmes were approved in 2011, as reflected in the Senate Report.

Academic architecture

The following nine faculties are operational:

- Faculty of Art, Design and Architecture (FADA);
- Faculty of Economic and Financial Sciences (FEFS);
- Faculty of Education;
- Faculty of Engineering and the Built Environment (FEBE);
- Faculty of Health Sciences;
- Faculty of Humanities;
- Faculty of Law;
- Faculty of Management;
- Faculty of Science.

Distinctive campus programmes

The academic programmes are offered across four campuses: Auckland Park Kingsway Campus (APK), Auckland Park Bunting Road Campus (APB), Doornfontein Campus (DFC) and the Soweto Campus (SWC). Although

the official Campus Programme Profile was approved by Council in 2008, compliance with this will only fully materialise once the upgrading of DFC has been completed and the consolidation of the Faculty of Engineering and the Built Environment and the Faculty of Health Sciences has materialised.

Enrolment Plan 2011

The UJ Enrolment Plan for 2011 was approved with due regard to the Department of Higher Education and Training's Medium-term Strategic Framework and made provision for the following:

- Total headcount enrolment of 48 500;
- Percentage of headcounts per qualification type (excluding ACEs):
- Undergraduate diplomas: 37%;
- Undergraduate degrees: 49%;
- Postgraduate below master's: 9%;
- Master's and doctoral enrolments: 4%;
- Doctoral enrolments: 1%;
- Occasional students: 0%.
- Percentage of headcounts per aggregate CESM category:
- Business and Management: 39%;
- Education: 9%;
- Science, Engineering and Technology: 31%;
- Other Humanities: 21%.

The Enrolment Plan was refined per faculty and the planned enrolment figures were approved in accordance with the above institutional specifications. In addition to this, each faculty calculated the planned enrolment figures per qualification for planning and monitoring purposes.

Teaching and learning: Non-academic and professional support governance structures

The following divisions are relevant: Academic Development and Support, Library Information Centre, Internationalisation and Central Academic Administration.

Academic Development and Support

The academic development and support portfolio, constituted by the large Division of Academic Development and Support (ADS) and the much smaller Division of Academic Planning and Policy Implementation (APPI), acts as the core professional support services for teaching and learning – targeting both the student and the academic employees. The leadership team of the Executive Director, Professor Elizabeth de Kadt; the Operational Director of ADS, Professor Jenny Clarence-Fincham; and the Director of the APPI Division, Ms Trish Gibbon, focused activities on the following core thrusts:

- Managing the implementation and impact of national higher education policy directives and recommendations, with regards to UJ qualifications, admissions, articulation, etc.;
- Developing and implementing the Academic Policy and establishing, implementing and monitoring the necessary procedures and processes;
- Planning and managing student enrolment and monitoring student success rates and throughput;
- Assisting with aspects of faculty coordination and committee management;
- Contributing to curriculum and programme development and enhancement;
- Specific projects, such as the HEQF Category A alignment process, the First-Year Experience (FYE) Project, Orientation and the National Benchmark Tests, the Staff Qualifications Project and the roll-out of the teaching and learning strategy and UJ Teaching Philosophy;
- Delivery of academic development and support (including both professional development and psychosocial support) to staff and students;
- Evaluating the impact of these various undertakings.

Library and Information Centre (LIC)

The Executive Director: Library and Information Centre reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement. The main LIC is located on APK, with decentralised services available on all four campuses. The focus for 2011 was on the following:

- A relevant, acknowledged and well-balanced core information collection, including the advancement of scholarly communication;
- Optimum access to information resources;
- Integrated information resources and services with academic programmes;
- Information literacy and lifelong learning skills;
- A comprehensive and diverse client service;
- Attracting, developing and retaining demographically representative human resource expertise;
- Establishing and maintaining good financial practices;
- Partnerships through collaboration and cooperation;
- Information research and development;
- Contributing to community engagement initiatives.

In aligning the LIC with the strategic thrusts of the University and the above strategic objectives, the five-year strategic plan for the development of LIC, which will take the LIC forward as a modern, leading and globally acknowledged academic library and which addresses the dilemma of modernisation and historical deficiencies, was approved by the MEC in early 2010 and the implementation of this five-year plan gained momentum in 2011.

Internationalisation

This executive portfolio was initiated in 2011, given the strategic importance related to internationalisation at the University. The division for Internationalisation was reconstituted in September 2011 and enlarged to more seamlessly execute Internationalisation as a key strategic thrust of the University.

Academic Administration

The Director: Academic Administration reports to the Registrar. Each faculty has a head of faculty administration reporting to the relevant executive dean. However, a dual governance system exists and the Registrar is ultimately accountable for the quality of academic administration. The three annual external student data audits are submitted to DHET via the Registrar's Office. Academic Administration governance is divided into the following units: Faculty Coordination, Academic Structure, Higher Education Management Information System Coordinator, Registration Logistics, Student Enrolment Centre, Timetabling, Graduations and the International Compliance Office. The following governance committees report to the Senate Executive Committee (Senex): Faculty Coordination Committee, Registration Committee, Timetable Committee and Graduation Committee. Each committee operates in accordance with the relevant charters approved by Senex (the performance related to Academic Administration is reflected in Section 15 of this report).

RISK MANAGEMENT

Section 5 of this report reflects the Statement on Risk Management. The academic risks relate to the following:

- Quality of first-year intake (undergraduate students);
- Relocation of the Faculty of Engineering and the Built Environment and Faculty of Health Sciences to DFC;
- Loss of high-performance employees;
- Postgraduate students throughput rate;
- Undergraduate students throughput rate;
- Sufficient and appropriate learning and teaching spaces;
- Succession planning (expected and unexpected);
- Central Management Information System: access, data integrity and development;
- Postgraduate enrolment targets;
- Decline in white students below the critical mass.

The risk mitigation interventions are reflected throughout this section of the Annual Report and, in particular, the Academic Development and Support Division.

INSTITUTIONAL ACADEMIC (TEACHING AND LEARNING) PERFORMANCE

Undergraduate Applications and Admissions

The University has experienced a steady increase in undergraduate applications, with a total of 27 215 applications in 2009 for the 2010 intake, of which 8 119 were conditionally admitted as reflected in the table below. The undergraduate applications received and processed in 2010 for 2011 admissions reflect a significant increase from 27 215 to 63 400 on 30 November 2010, of which only 33% were provisionally admitted based on their Grade 11 results. By close of the University on 13 December 2010, a total of 64 691 applications had been processed and 20 468 had been provisionally admitted. At the end of January 2011, a total of 68 829 applications (headcount of applicants) were processed for the 2011 registration period. Many applicants submitted more than two application forms, resulting in a total of 102 128 formal application forms having been processed for the 2011 registration period.

In 2011 the University of Johannesburg processed close to 85 300 applications (as reflected on 14 December 2011) for studies at UJ in 2012 as opposed to the 68 400 in 2010 for the 2011 intake. This reflects an increase of approximately 20 000 applications compared to the previous year. The applicant headcount, however, was 52 804 as opposed to 76 664 in 2011 and 64 688 in 2010 reflecting a decrease of approximately 20 000 in 2011.

When processing the applications for undergraduate first years, the following categories in relation to admission status were utilised:

- a) **Admission:** These are applicants that are in possession of a National Certificate or National Senior Certificate and fully comply with the admission criteria of the relevant qualification. An applicant with extraordinary academic performance reflected in the Grade 11 results may also be granted admission in this category.
- b) **Conditionally admitted:** The admission is based on the applicant's Grade 11 results, but reflecting good academic performance and therefore exceeding the minimum admission criteria. This admission status is, however, also subject to the final Grade 12 results, including the endorsement requirement.
- c) **Conditionally admitted subject to space:** The applicant does or may comply with the minimum admission criteria based on Grade 11 results, but the academic performance is not that good and therefore the application reflects a degree of risk.
- d) The final category is '**declined**', implying non-compliance with the admission criteria. A total of 70% of the applications were declined.

A total of approximately 16 000 undergraduate (first-time entrants) applicants were granted admission in one of the above three admission categories for approximately 13 000 places. (Note: the enrolment number in accordance with the Enrolment Plan is slightly exceeded to counteract the number of dropouts/termination of studies.)

Student enrolment profile

The enrolment plans for each campus, as approved by Senate, continued to be implemented in 2011. Programmes that moved from APB to SWC in 2012 progressed with their second intake and others were initiated in 2012. This accounts for the shift in enrolment primarily from APB to SWC. At least another three programmes will be initiated on SWC in 2012, resulting in these figures continuing to grow. The more general over-enrolment in 2011 is reflected in the APK Campus enrolment figures again approaching the level of the 2009 intake on this Campus. It must be noted that departmental/faculty transfers impact on historical data (2006 to 2010). See the table below. (Note: audited student data may differ due to historical changes and registrations for assessment purposes only.)

The total enrolment in 2011 exceeded the planned target of 48 589 by 1 897 headcounts. There was under-enrolment in two faculties, Health Sciences and Management, while over-enrolment is reflected in FEBE (approximately 1 400), with Science and Education over-enrolling by more than 500 and FEFS contributing to just less than 500. Initial indications that senior students were not returning in the expected numbers, led to over-enrolment of first-entry students and the University experienced a significant number of late

Table 3: Enrolment figures per campus, 2006 to 2011

Campus	2006	2007	2008	2009	2010	2011
APB	7 297	7 722	8 120	10 157	10 132	9 443
APK	24 975	23 884	25 980	27 809	26 334	27 763
DFC	8 795	8 252	8 444	8 337	7 509	7 915
ERC	442	232				
SWC	1 374	1 646	1 912	3 013	4 340	5 365
Total	42 883	41 740	44 456	49 316	48 315	50 486

registrations of students requiring only one or two modules to complete their qualifications. Although the cycle of registration has been changed to registering senior undergraduate students first, the economic profile of students has resulted in a significant increase of late registrations. This trend is impacting on the process of enrolment management. The table below reflects the headcount registrations per faculty.

Table 4: Headcount enrolment figures per faculty, 2005 to 2011

Faculty	2006	2007	2008	2009	2010	2011
Art, Design and Architecture	832	849	954	1 092	1 112	1 197
Economic and Financial Sciences	8 357	8 130	9 102	10 798	10 877	11 328
Education	5 660	4 955	5 197	5 000	4 957	5 040
Engineering and the Built Environment	7 460	7 592	7 715	8 436	7 871	8 360
Health Sciences	3 291	3 236	3 540	3 671	3 533	3 431
Humanities	4 960	4 934	5 516	5 867	6 284	6 655
Law	1 698	1 517	1 481	1 575	1 517	1 623
Management	7 953	8 052	8 569	9 871	9 236	9 320
Science	2 670	2 474	2 382	3 005	2 928	3 532
Other/occasional	2	1	0			
Total	42 883	41 740	44 456	49 315	48 316	50 486

The phenomenon of students carrying less than full curriculum loads is reflected in the slightly lower ratio of full-time equivalent (FTE) student enrolments to headcounts for 2011 (see table below). Although the enrolments are more than 1 000 higher in 2011 (compared to the 2009 enrolment figure), the University has not returned to the low ratios of 2006/2007.

Table 5: Headcount, FTE and ratio

Year	Headcount	FTE	Ratio
2011	50 486	38 464.361	.076
2010	48 276	37 277.512	.077
2009	49 316	38 144.074	0.77
2008	44 456	33 782.746	0.76

2007	41 740	31 079.701	0.74
2006	42 883	32 434.947	0.75

The proportional mix of undergraduate and postgraduate enrolments remained the same in 2011 as it had been in 2010. The decline in the proportion of postgraduate students is a function of increases in total enrolment, particularly at undergraduate level, and masks what has been a real increase in the numbers of postgraduate enrolment (see table below).

Table 6: Undergraduate and postgraduate headcount percentage of enrolment figures

Enrolment Type	2006	2007	2008	2009	2010	2011
Undergraduate	84%	85.2%	85.3%	86.7%	86.9%	86.9%
Postgraduate	15%	14.5%	14.5%	13.1%	12.9%	12.8%
Occasional	1%	0.3%	0.2%	0.2%	0.2%	0.3%

The enrolment of international students (refer to table below) has shown a steady growth in real terms and as a proportion of total enrolment. An Executive Director: Internationalisation was appointed in 2011 to lead the strategic thrust in this regard.

Table 7: International enrolments and percentage of total enrolments

2006	2007	2008	2009	2010	2011
1 577	1 613	1 870	1 955	2 213	2 355
3.7%	3.9%	4.2%	3.9%	4.49%	4.66%

In terms of distribution of enrolments across the main Classification of Educational Subject Matter (CESM) categories, Business and Management and Education were close to target in 2011, while Humanities gained proportional share at the expense of the SET category (see table below).

Table 8: CESM mix

Qualification Group	2006	2007	2008	2009	2010	2011	DHET target
Business and Management	34.1%	35.3%	33.3%	34.8%	41.47%	41.00%	34%
Education	12.5%	10.8%	6.3%	5.0%	8.56%	7.90%	8%
Humanities/Law	22.2%	22.1%	27.6%	27.6%	20.53%	24.56%	21%
SET	31.2%	31.8%	32.8%	32.6%	29.44%	28.08%	30%

The University consciously seeks to maintain a student profile that reflects the diversity of the South African population and, for this reason, carefully monitors trends in population group distribution in the student body (refer to table below). Indian and coloured students have maintained a consistent share of the total student population in 2006 to 2011, while white student numbers have decreased. The African student number now constitutes 77% of the student enrolment figure. The University is consciously putting strategies in place to maintain a reasonable proportion of white student enrolments. The decrease in white student numbers has been listed as an institutional risk. The intervention strategy includes an undergraduate student marketing strategy targeting schools with high numbers of white learners.

Table 9: Student profile: Population group distribution

Race	2006	2007	2008	2009	2010	2011
African	65%	66%	69%	72%	74%	77%
Coloured	3%	3%	3%	3%	3%	3%
Indian	5%	5%	5%	5%	5%	5%
White	27%	26%	23%	20%	18%	15%

Undergraduate success rates, as reflected in the table below, have shown steady improvement over the past three years and are now at their highest levels since 2006. This is an indication of the success of various interventions to provide support for students both in and outside the classroom.

Table 10: Undergraduate success rates 2006 to 2011

Undergraduate Type	2006	2007	2008	2009	2010	2011
Undergraduate Diploma/BTech	74.2%	75.9%	78.3%	74.4%	79.0%	80.45%
Undergraduate degree	76.5%	78.4%	77.5%	74.8%	78.2%	78.35%
Average undergraduate	75.4%	77.1%	77.9%	74.7%	78.3%	79.4%

Similarly, graduate outputs are at their highest level overall, with an increase of 963 graduates on the 2010 total (see table below).

Table 11: Graduation figures subsidised qualifications

Qualification Type	2006	2007	2008	2009	2010	2011
Undergraduate: three years	7 166	6 858	7 507	7 489	7 518	8 148
Undergraduate: four years or more	553	507	534	520	516	636
Postgraduate (pre-master's)	2 024	1 736	1 796	1 920	1 830	1 983
Master's	384	303	400	320	369	394
Doctorate	73	75	73	61	51	68
Total	10 200	9 479	10 310	10 310	10 284	11 229

UJ continues to support students with disabilities through the Office: People with Disabilities (PWD), which is located within the Centre for Psychological Services and Career Development (PsyCaD).

Table 12: Distribution of disabled student enrolments

Disability Status	2007	2008	2009	2010	2011
Communication	2	4	2	1	0
Disabled but not specified	0	7	7	5	4
Emotional (behavioural or psychological)	0	0	23	22	18
Hearing	10	8	10	11	6
Intellectual (learning)	39	65	76	64	61
Multiple	14	39	3	0	1

Physical (moving, standing and grasping)	27	56	62	56	61
Sight/vision	19	23	28	22	32
Total	111	202	211	181	181

In the period 2006 to 2011, the number of students enrolled for doctoral studies grew by 17.4% and in the master's programmes the growth has been 20.9%. From a relatively small base in 2006, postdoctoral fellows have more than doubled in number. Enrolments in postgraduate programmes below master's level did not reach the planned target of 4 234, rising only marginally above 2010 figures. This is to be accounted for largely by the decline in enrolments for programmes at this level in the Health Sciences as a consequence of the restructuring of qualifications for the health professions (see table below).

Table 13: Number of enrolled postgraduate students and postdoctoral fellows

Category	2006	2007	2008	2009	2010	2011
Below master's	4 211	3 818	4 213	4 111	3 735	3 769
Master's	1 683	1 638	1 661	1 767	1 854	2 035
Doctoral	535	538	504	562	579	628
Postdoctoral fellows	41	48	47	50	62	104

CONCLUSION AND WAY FORWARD

The enrolment target (with specific reference to the undergraduate enrolment target) was exceeded with close to 2 000 headcounts. This resulted in diluting the CESM percentage of enrolments related to SET and the target of 30% was not achieved. All other targets were achieved and the undergraduate success rate target of 77.5% was exceeded, achieving 79.4%. An institutional committee, chaired by the Deputy Vice-Chancellor: Academic, meets frequently during the process of registration to closely monitor compliance with the enrolment plan and to mitigate any risk impacting on this.

The current enrolment management model at the University will be once again refined to improve enrolment management, with specific reference to undergraduate enrolment management. Academic risks are consciously being monitored by the faculties, the Senate Teaching and Learning Committee, Senate and the MEC Risk Management Committee.

The academic staff development programme to obtain a master's degree is doing very well and the target in this regard was achieved as reflected in the Institutional Scorecard.

Angina Parekh (Prof.)

Deputy Vice-Chancellor: Academic

Marie Muller (Prof.)

Registrar

ACADEMIC DEVELOPMENT AND SUPPORT

OPERATING CONTEXT

The academic development and support portfolio, constituted by the large Division of Academic Development and Support (ADS) and the much smaller sister Division of Academic Planning and Policy Implementation (APPI), serves to support the wide range of work of the DVC: Academic. During 2011 the leadership team of the Executive Director, Professor Elizabeth de Kadt, the Operational Director of ADS, Professor Jenny Clarence-Fincham and the Director of APPI, Ms Trish Gibbon, focused activities around the following core functions and thrusts:

- Managing the implementation and impact of national higher education policy directives and recommendations, with regards to UJ qualifications, admissions, articulation etc.;
- Developing and implementing academic policy and establishing, implementing and monitoring the necessary procedures and processes;
- Planning and managing student enrolment and monitoring student success rates and throughput;
- Assisting with aspects of faculty coordination and committee management;
- Contributing to curriculum and programme development and enhancement;
- Specific projects such as the HEQF alignment, the First-Year Experience Project, Orientation and the National Benchmark Tests, the Staff Qualifications Programme, and the roll-out of the Teaching and Learning Strategy and UJ Teaching Philosophy;
- Delivery of academic development and support (including both professional development and psychosocial support) to staff and students;
- Evaluating the impact of these various undertakings.

Each division has addressed a number of these thrusts, in terms of their capacity and focus, with the Executive Director also leading or being involved in several initiatives.

PERFORMANCE ACADEMIC DEVELOPMENT AND SUPPORT

The First-Year Experience Project

The core project led by the Executive Director during 2011, the First-Year Experience (FYE), is an on-going initiative which seeks to create a holistic and encompassing student experience and a conducive environment for first-year students. By involving the University as a whole in FYE, the transition into higher education becomes deliberately invitational, with the goal of ameliorating the high rates of dropout typically experienced during the first year of higher education.

Following the initial successful phase of implementation during 2010, the second phase during 2011 saw continued progress both through and beyond the original seven initiatives. A key focus was to establish structures which would embed FYE increasingly strongly in the institution: the UJ FYE Committee (a subcommittee of the Senate Teaching and Learning Committee) utilised regular best practice presentations to continue building capacity around FYE thinking; active faculty committees were established in most faculties. Regular reporting on the tutor programme against the UJ Policy on Tutors and Tutoring also promoted best practice. The extended orientation menu (which seeks to continue the orienting process through the first semester) was evaluated and extended to include short PowerPoint presentations for classroom use. The SAFENET project introduced the Higher Education Data Analyser (HEDA) tracker module, which will allow fully automated reports on student progress to be provided. An ADS and Student Affairs working group was established to drive the programme on Academic Excellence in the residences. Awareness of the need to recognise the substantial load carried by first-year lecturers grew, and functions of acknowledgement and award took place in a number of faculties.

New initiatives focused on marketing and publicity, both among staff and among students. A UJ FYE website went live towards the end of the year, targeting 2012 entrants; the website is set up in a 'frequently-asked-questions' format and contains information aimed at answering the questions most commonly asked by UJ first-year students. The UJ FYE was represented on regular slots on UJFM, with various topics related to adapting

to university life and to student success. During the second semester a student FYE committee was established, which in due course will hopefully nominate two students as representatives on the UJ FYE committee. A working group on the first-year experience of international students was formed in preparation for collaboration with the newly appointed Executive Director of Internationalisation. Staff development workshops for new staff and HODs and presentations to academic and support departments promoted FYE thinking. The growing impact of the FYE project can be seen in a further improvement in undergraduate first-year success rates, from 75.1% at the end of 2010 to 76.4% FTE funded credits by the end of 2011, with residence students outperforming commuter students by 6%. During 2012 the focus will remain on building a still higher level of staff involvement, and an in-depth evaluation of FYE will take place.

Orientation 2011

Orientation 2011 (now known as UJ O! Week) became firmly located within ADS and under the aegis of FYE, with Ms Susanne Taylor as coordinator. As in the previous year, Orientation was marketed as compulsory, and was focused around academic expectations, while also offering a social orientation to the campuses and their facilities. Faculty specificities were accommodated by means of flexibility around core orientation principles. Core elements of each faculty programme included the Dean's Welcome and general introduction to the University and its facilities; an academic orientation to the faculty and to departments; an introduction to on-line registration; PsyCaD's Survival Skills for First Years; academic skills such as reading and note-taking, generally combined with a 'getting to know you' session; and computer proficiency testing and Edulink training. The continued positioning of Orientation prior to actual registration of first-year students again posed challenges, which were addressed in different ways. The smaller faculties once again ran very successful Orientation Programmes, with high attendance. The larger faculties sought to address the challenges of late selections and more sporadic attendance by means of an extended Orientation Programme on the first three Monday mornings of the teaching semester, with varying degrees of success. Particularly innovative was the approach by the Faculty of Science, which for the first time designated Orientation (as part of their Citizenship module) as credit-bearing and closely monitored student attendance at their carefully structured one-week programme; the Orientation Committee will be giving further consideration to this model. Student awareness of Orientation has clearly grown, judging by the number of hits on the new O! Week website and the average attendance of 70% of entrants. Two core issues are to be taken forward: the sequencing of Orientation and registration; and the advisability of ensuring student attendance by making Orientation credit-bearing.

National Benchmark Testing (NBT)

UJ entrants were once again informed that they should write National Benchmark Tests, and by mid-February 2011 around 6 000 entrants had written these tests. The underlying purpose of this initiative is to enable teaching staff to gain a better understanding of the competencies of entrants, in terms of academic literacy, quantitative literacy and mathematics, so that first-year curricula can be more precisely aligned. The resulting body of NBT data was analysed by a research group with representatives from several faculties. In a first phase of research, NBT performance of UJ entrants was matched against the benchmarks developed by the national NBT Office, which again confirmed the high levels of support required by many entrants. A second phase of research investigated possible correlations between NBT performance and subsequent academic performance at UJ, and concluded that the use of NBT results (together with NSC results) would indeed allow more precise selections and placements to be made. This matter will be debated further during 2012: any proposal to make NBTs compulsory for all entrants will need to address the very considerable logistical difficulties resulting not least from the late applications process at UJ, as well as the cost implications.

The UJ Teaching and Learning Report

Following on the first publication in 2010, a second enhanced UJ Teaching and Learning Report was produced during 2011, as a companion volume to the annual UJ Research Report. This forty-page report presented examples, drawn from the work of faculties and the academic development and support portfolio, of the wide variety of initiatives which are contributing to excellence in teaching and learning, and to an optimal student

experience. In this way the report seeks to acknowledge and build broad awareness of excellent teaching and learning as a core and valued university activity.

The Vice-Chancellor's Distinguished Awards for Teaching Excellence

These Vice-Chancellor's Awards, which were awarded for the fourth time in 2011, are a much valued acknowledgement and incentivisation of dedication to teaching and learning. Nominees submit a reflective teaching portfolio, itself an important developmental tool, which speaks to the several award criteria and presents associated evidence. In 2011 Distinguished Teaching Awards were made to Professor Ben Marx (Faculty of Economic and Financial Sciences), Professor Nathalie Hyde-Clarke (Faculty of Humanities) and Ms Tracey McKay (Faculty of Science). UJ was also informed that Professor Dawie de Villiers (Faculty of Law), a 2010 Vice-Chancellor's Distinguished Teacher, had been honoured with a commendation from HELTASA at national level.

Staff Qualifications Programme

Following on a decision in 2009 that all permanent academic staff must hold at least a master's qualification, the Staff Qualifications Programme was established to support staff in this endeavour. The programme makes available a variety of support, including some research funding, an extensive and well-attended programme of research development workshops and writing support, and some teaching relief during the writing up phase of the research. During 2011 participants' progress was again carefully monitored. Thirty-six staff members had had the degree confirmed by the end of 2011 and a further 10 had submitted their dissertation for assessment; the majority of the 75 staff members still required to complete a master's qualification, have made good progress and are most likely expected to complete the project during 2012. Given the success of this master's support programme, and the desirability of increasing the proportion of UJ staff who hold a doctoral degree, a Staff Qualifications Programme for doctoral support was conceptualised and approved by the Senate for implementation during the coming decade. A core component is the UJ Santrust Pre-Doctoral PhD Proposal Development Programme, which runs over seven weeks during the course of a year. Two Santrust cohorts were established, each with 25 to 30 members of staff; Cohort 1 commenced the Santrust Programme in November 2011, Cohort 2 will commence in January 2012.

Transformation in the academic development and support portfolio

Transformation has remained a constant underlying theme during the year. The extent to which the core focus of the work of the Division of Academic Development and Support is transformational in nature was again underlined through the development of the UJ Transformation Plan, to which the Executive Director contributed as a member of the Transformation Steering Committee. The Division makes a major and direct contribution to two of the five UJ Transformation themes, namely, academic excellence, and a student-centred and caring institution, as evidenced by the assumptions underlying the ADS approach mapped out in the ADS Strategic Plan 2010 to 2012. In addition, however, the portfolio leadership team has sought to take forward transformation in terms of 'the ways we do things', our often unquestioned approaches and beliefs. This was the theme of a discussion led by the Operational Director at the June general staff meeting, which again sensitised all colleagues to the need to remain respectful and open to diversity in all our professional interactions.

Changes at the end of 2011

2011 saw the departure of two ADS Directors: Dr Marlina Kruger, Director of CentAL and Dr Pauline Machika, Director of the Academic Development Centre. We thank them very sincerely for their commitment and inputs over many years and their substantial contributions towards building ADS, and wish them all the best in their future endeavours.

Divisional focus and performance

The Division of Academic Planning and Policy Implementation (APPI)

2011 proved to be a very busy year for the APPI division, brought on in part by the start of the process of alignment of all UJ programmes with the provisions of the new HEQF. The process began in February

2011 with the categorisation of all academic programmes according to CHE directives. UJ was one of only five universities to submit completed templates of all its programmes within the timeframe for 'early bird' submissions. The on-line submission of 876 programmes (422 Category A, 101 Category B and 353 Category C) was made on 14 November.

The beginning of the year also saw the finalisation and submission of the UJ Enrolment Plan 2011 to 2013 to the Department of Higher Education and Training. This plan was the outcome of the University's direct engagement with DHET in August 2010 and responds to particular issues such as improving success rates and graduate output in general, and postgraduate output in particular, targeted growth in priority areas, and linking campus planning to identified growth areas. The University's position was that it should use this planning period to consolidate its activities across its four campuses and aim to have all its planned enrolments fully funded.

The Minister approved the UJ Enrolment Plan in July 2011, and with some minor adjustments, this was confirmed by the University Council in August. In conjunction with the University's strategic thrusts, the Enrolment Plan created the platform for the specific enrolment planning exercise for 2012. Training in enrolment planning was extended to heads of departments in 2011 through a number of faculty-based workshops that took contextual factors into account such as changes to the programme profile of a faculty. Planning has now been refined to include campus location to ensure that campus capacity is not exceeded.

In this arena, a number of new tools for cohort analyses were developed for the University by Information Data Statistical Consultation. The Division undertook to review these tools and refine their design, and the software has opened up many possibilities for sophisticated student tracking in terms of progression, time to completion, course changes and dropout. Conducting this kind of analysis at the level of individual programmes will provide invaluable information to faculties and departments about areas for possible intervention.

The Unit for Programme and Curriculum Development continued to work with faculties on the development of new programmes. Quality oversight was provided by the Programme Working Group, chaired by the Director, and a total of 44 programmes were approved and submitted to Senex. However, concerns about the quality of some submissions, space on the timetable and the availability of venues has led to a fundamental revision of the process. The new process will see the Unit's staff working with academics on the development of programmes from the very start to promote a deep engagement with curriculum issues, including paying attention to curricular logic and coherence in relation to programme purposes. This is vitally important both in terms of improving the depth, quality and relevance of programmes and in light of the next round of HEQC audits which will focus on teaching and learning. This Unit also collaborated with the Quality Promotion Unit in the development of a new framework for the governance and management of short learning programmes.

In relation to policy, the Division conducted a thorough review of the University's Academic Programme Policy. This has been put on hold until recommended changes to the HEQF are implemented. In that respect, the Division coordinated the University's response to a review of the HEQF, and all of its recommendations were accepted. They are reflected in the revised HEQF which has now been circulated for final comment. The Director was nominated by the University to serve on the HESA task team appointed to prepare a position paper on an expanded post-school education sector for South Africa. She was the main writer for the task team and presented the paper to a meeting of HESA where it was approved.

Finally, the Division played a major role in drafting a detailed funding proposal to the Minister for the promotion of its technology programmes and enhancing its potential for research, innovation and commercialisation through a dedicated focus on areas of technology in which it has particular and recognised strengths. The fields identified by the University for development are all areas of high economic, social and environmental significance where critical skills shortages have been identified. Aside from UJ's considerable academic strengths in these fields, they also have high potential for innovation, applied research and technology transfer. The four fields are energy and the environment, water and materials technology, automation, instrumentation and control and cyber security.

The Division of Academic Development and Support (ADS)

In this its fourth year of existence, the Division (with approximately 120 permanent and fixed-term contract staff) has established itself as a vibrant and coherent structure consisting of four Centres: the Centre for Technology Assisted Learning, the Academic Development Centre, the Centre for Professional Academic Staff Development and the Centre for Psychological Services and Career Development. Under the leadership of the Operational Director, Professor Jenny Clarence-Fincham, considerable progress has again been made in strengthening the identity of ADS as a coherent division, and in contributing to successful teaching and learning. The committee structure in ADS is now well established: the ADS Executive Committee (Exco) includes representation from centre staff and accommodates the considerable diversity within ADS; twice-yearly staff meetings allow for joint discussion of important issues and build a sense of community; ADS committees for Quality, Research and Ethics, Marketing and Collaboration and Professional Development report regularly to the ADS Exco.

Performance management has been implemented in all centres, with a strong developmental focus on the improvement of performance. Special attention was again focused during 2011 on collaborative approaches, both between the several ADS Centres, and also in partnerships with all faculties, and staff development was confirmed as a preferred approach to achieving student development. Quality considerations were foregrounded: PsyCaD underwent a very successful quality review with an external panel of peers and ADC prepared a self-evaluative portfolio for a similar review, to be conducted in 2012. Importantly, UJ finally acknowledged the nature of academic/educational development as an academic discipline in its own right; in November 2011 Senex approved the placement of teaching-focused staff in ADC and the Centre for Professional Academic Staff Development (CPASD) on academic Conditions of Service (COS); the relevant staff will be transitioned from 'research' or 'non-academic' COS to academic COS during early 2012. (At the same time, this decision resolved a long-standing merger residue.) This change in status will have considerable impact on the ethos of ADS, as an 'academic' division, and on the responsibilities of staff, which will now include research output.

Divisional performance

The Centre for Technology-Assisted learning (CentAL)

Under the leadership of the Acting Director, Dr Wilma Elston, CentAL's vision has been to promote the integration and innovative use of educational technologies in teaching, learning and assessment practices and to support the administration and teaching processes at UJ.

CentAL's strategic goals are aligned with UJ's teaching and learning policy, strategy and philosophy and the Centre makes active contributions towards teaching excellence and a quality student experience through the integration of academic technologies. The core business of CentAL is therefore to identify, integrate, manage and support appropriate educational technologies, in a variety of ways.

At the beginning of 2011 the new version of the LMS, Blackboard Learn 9.1, was fully implemented. The technical team faced a number of difficult challenges, but through the support of the CentAL Advisory Committee, Blackboard Inc. and dedicated CentAL staff, most of these problems were resolved prior to the June examinations.

In 2011 there has again been a substantial growth in student module registrations on Edulink/Blackboard (291 994 in 2010 and 311 159 in 2011). The number of academic staff, tutor and teaching assistant linkages with individual Edulink/Blackboard modules increased from 4 478 in 2010 to 5 990 in 2011.

CentAL's Instructional Designers contributed to the professional development of lecturers through face-to-face support in module design, the facilitation of over 100 workshops and assistance in the use of Edulink/Blackboard. Staff were assisted in the management of 1 734 Edulink/Blackboard modules (1 442 modules in 2010).

In addition CentAL provided video and teleconferencing services to staff and assistance in the development of multimedia learning material.

Student development and support included access to and training in the use of the LMS. During the First-Year Orientation sessions, approximately 8 171 students (6 500 in 2010) underwent the Computer Proficiency Assessment, 3 174 (4 075 in 2010) attended the Computer Skills Training and 7 291 (4 800 in 2010) attended

the Edulink/Blackboard Training. Students also received further training and support through a two-day workshop, extended sessions as requested by lecturers, support in the computer laboratories and one-on-one training sessions.

It is clear that CenTAL plays an essential role in the innovative integration of educational technologies and the professional development and support of the UJ academic community.

The Academic Development Centre (ADC)

Under the leadership of Dr Pauline Machika, a core ADC goal for 2011 was to position itself more centrally within the University, as a centre which offers students a positive and supportive environment conducive to both their social and academic development, and which plays a crucial role in facilitating academic success. The ADC has certainly made considerable progress in this regard and the value of academic development in ensuring the success of students is increasingly recognised and becoming more widely accepted. ADC has ensured provision of academic development support on all four campuses, though some further work is required for this to become fully equitable, in terms of the varying needs on each campus.

Over and above the regular teaching, assessment and research commitments, ADC staff were also actively involved in the preparation for a quality audit which is to take place in March 2012. Their primary task was the writing of a detailed self-evaluation report. This lengthy and collaborative process, while time-consuming, proved to be extremely beneficial in a number of ways. First, it served as a means of reflecting collectively on developments to date and also on strategic direction for the next five years. This reflection process in turn, resulted in the identification of internal procedures and policies which required further development. In addition, it also afforded staff the opportunity to express their views and to familiarise themselves with all the dimensions of the Centre's work, which resulted in increased collegiality and a far more holistic sense of the broader role of the Centre within the institution.

ADC's extended diploma programmes, academic literacies and learning development modules, the Writing Centres, as well as the Tutor Development Unit, have been notably successful, promoting access for success to students from previously disadvantaged groups. Ideas about additional academic development strategies, modules and interventions are continually generated and implemented, particularly when unanticipated challenges arise.

ADC has also collaborated with a number of higher education institutions and forums regionally, nationally and internationally, in order to benchmark and inform practice. Through these processes, many staff members have become aware that the offerings of the ADC generally compare favourably with those of other institutions.

The change in strategic focus from student development to student and staff development, and the consequent realignment of strategic goals, has resulted in significant benefits this year. This shift has facilitated greater understanding amongst academic staff of the nature of academic literacy and has led to better integration of academic skills with discipline-specific knowledge as well as an enhanced ability of academic staff to develop and implement interventions for students which result in academic success. Furthermore, it has meant that greater numbers of students have benefited from the various interventions offered. Looking forward to 2012 and beyond, the ADC has identified capacity building of staff as its primary strategic thrust and committed itself to ensuring the continued integration of academic development into the mainstream curriculum.

While still faced with significant challenges, the innovative nature and success of many of the initiatives undertaken in ADC are making an increasingly significant impact on students' experience and success at UJ. In combination they certainly enrich the contribution the Centre makes to the work of ADS and to the University community as a whole.

The Centre for Professional Academic Staff Development (CPASD)

Under the leadership of its Director, Dr Riëtte de Lange, the Centre for Professional Academic Staff Development made considerable progress in establishing itself as an active and visible site of holistic professional development by providing high-quality learning opportunities, guidance and support for all academic staff. CPASD works

within an integrated professional academic development framework which encompasses both teaching and learning and research development.

During 2011, the strategic goals were implemented as follows:

- Two three-day Induction Programmes into Academic Practice were delivered to new academic staff in February and July 2011, followed by an on-going workshop programme specifically for these staff members.
- On-going professional development of academic staff took place through informal consultations with staff around issues arising from daily academic practice. In addition, CPASD co-hosted a series of four workshops on all campuses on developing teaching portfolios and developing writing intensive tasks.
- An Induction Workshop for new heads of department was offered in February 2011 and one follow-up workshop took place during the second semester.
- CPASD played a leadership role in the roll-out of the new UJ teaching philosophy, by means of discipline-specific workshops presented to identified departments.
- The UJ Principles for Good Teaching and Learning Practice were developed and presented at the Senate Teaching and Learning Committee;
- CPASD hosted its first biannual seminar in collaboration with the Faculty of Management in October 2011.

The UJ Staff Qualifications Programme (SQP) was established during 2009, with the goal of supporting all permanent academic staff who had not yet achieved a master's degree to complete this qualification by the end of 2011. During 2011, support offered included a total of 45 research developmental workshops, unpacking various aspects of the research process, which were well received by participating staff.

The need to enhance postgraduate supervision led to collaboration with the UJ Postgraduate Centre and to the presentation of workshops on postgraduate supervision.

Evaluation of teaching by students remained a priority. CPASD conducted a total of 733 evaluations of teaching, 231 evaluations of modules and 10 postgraduate supervision evaluations by students and developed a fully on-line request system for teaching and module evaluations, which was implemented in 2011. The outcomes of these evaluations were then analysed statistically and a substantial trends report produced.

Professional academic staff development needs in the University have continued to increase over the year. Within its limited staff capacity, the Centre has responded well to the institutional challenges and set itself up for future growth.

The Centre for Psychological Services and Career Development (PsyCaD)

2011 was a year of further consolidation for the Centre for Psychological Services and Career Development (PsyCaD), under the leadership of Professor Gertie Pretorius. While the normal strategic and operational functions of PsyCaD continued, 2011 also saw the Centre's Quality Audit and the development of the required improvement plan. PsyCaD's vision is to contribute to the academic project of UJ by delivering world-class psychosocial services to UJ students, staff, faculties, as well as to members of the public. In order to enhance the academic success of UJ students and staff, PsyCaD staff strive to live their motto of being "there for you when it matters most".

PsyCaD is also accredited by the Health Professions Council of South Africa (HPCSA) as an internship training organisation for the professional development of intern counselling psychologists, intern educational psychologists and intern psychometrists.

During 2011, the seven strategic thrusts for PsyCaD, as identified for 2010 to 2012, became entrenched in the activities of PsyCaD. These seven thrusts are:

- To pursue the optimisation of equitable and sustainable service delivery on all campuses and to all our clients;
- To intentionally pursue mutually collaborative and sustainable relationships with all stakeholders;
- To engage in relevant, continuous research as foundation for effective and efficient professional practice;
- To be responsive to the dynamic and diverse nature of the higher education landscape and our broader client base;

- To continuously improve the visibility, accessibility and approachability of PsyCaD services and staff;
- To continually enhance the quality of service, professionalism and ethical practice within PsyCaD;
- To create a sustainable and nurturing working environment that fosters staff well-being.

The PsyCaD Quality Audit, which took place in mid-2011, provided PsyCaD staff members with an opportunity to reflect on their practices, to question how things in PsyCaD are done and to critique their processes. The audit process confirmed that the integrated structure and holistic approach of PsyCaD is unique amongst institutions of higher education in the country, and that the merger of the University of Johannesburg has resulted in a unique Centre for Psychological Services and Career Development. The peer review designated PsyCaD as a 'Centre of Excellence', encouraged PsyCaD to share and showcase its approach and activities on national and international levels and made some pertinent and very important recommendations.

Beyond the Quality Audit and the excellent report received, 2011 saw good progress being made in the deepening of relationships with faculties, support structures, student organisations and residences. Throughout 2011, psychosocial and career services to PsyCaD partners in and outside UJ were enhanced, expanded and deepened.

Office: People with Disabilities

The Office: People with Disabilities (PWD) of the University of Johannesburg is presently located within the Academic Services Unit in PsyCaD, with a second reporting line through to the MEC Subcommittee: People with Disabilities. Now in its sixth year of formal operation and under the leadership of Ms Zubaida Asmal, the Office: PWD facilitates supportive success for students with disabilities in the University setting by providing advice, support and academic accommodations in partnership with the students, university departments and faculties. The Office aims to address the barriers that students may be confronted with, so that effective learning and development can be provided and sustained. The Office also provides career advice and information to applicants, makes referrals, and collaboratively advises and works with faculty and staff on issues pertaining to barrier-free access and disability-related issues. In addition, the Office strives to raise the awareness of staff as well as the student population regarding the needs and assistance of people with disabilities. These services are available for students with disabilities on all four UJ sites. While the Office: PWD is based on the Kingsway Campus, as this campus registers the largest population of students with disabilities, it is the Office's constant endeavour and aim to provide equitable facilities, technology and support resources on all campus sites.

During 2011 the focus was on providing an integrated and seamless service to the approximately 194 students who had declared a disability. Support was provided for students with mobility/functional, chronic health, mental health, hearing, visual, communication and learning impairments. General support included computer lab facilities, exam writing facilities, training in the use of assistive technology, sourcing e-books from libraries, screening student requests for concessions and submitting concession applications to faculties, supporting 30 Department of Labour bursary applications, mobility training, psycho-educational assessments and psychotherapy for disabled students. A donor grant of R50 000 was secured from the Fuchs Foundation, which will be used for the further purchase of equipment. The Office: PWD contributed to the work of the Committee: PWD by researching the different definitions of disability which informed the Committee's adoption of a revised definition of disability for UJ. In addition, the Office: PWD participated in Casual Day (the national disability awareness event) and in UJ Diversity Week, where disability-sensitive games were organised on all campus sites.

As can be clearly seen from the services indicated above, the Office: PWD aims to provide a comprehensive, inclusive service to all students, regardless of the type of disability that requires accommodation. Drawing on a social-model understanding of disability, the Office advocates for barrier-free access for not just physical but also for learning and psychological impairments.

During 2012, student requests for concessions will be managed through a newly established Concessions Committee, which draws on faculty expertise, and the Office will be involved in the planned UJ infrastructure audit.

The Office: Work-integrated Learning

The Office: Work-integrated Learning (WIL), under the leadership of Ms Susanne Taylor as Coordinator, is also located within the Academic Services Unit in PsyCaD.

2011 saw the implementation of the new UJ WIL Forum, which reports to the Senate Teaching and Learning Committee and has several purposes: to report regularly on WIL placement statistics; to maintain awareness of national (and international) developments which may impact on WIL; and to capitalise on opportunities to advance WIL and UJ. Two reports were submitted to the Senate Teaching and Learning Committee, detailing activities and developments, and the number of students with and without placements. As regards placement, the biggest challenges are presently experienced by the Faculty of Engineering and the Built Environment, which also has the highest number of students requiring WIL. In a separate initiative, the Faculty has made a substantial proposal to the National Skills Fund for an Engineering Development and Innovation Programme, which will include, amongst other developments, the establishment of a Training Workshop facility to provide in-house, hands-on workshop training for WIL students in engineering. This proposal has received a favourable response.

The Forum gave added impetus to the management of WIL at UJ: a WIL website was established and bi-monthly newsletters were written; excellent progress was made on the UJ Best Practice Guide for WIL, which will appear early in 2012; and fields were added on the Integrated Tertiary Software System to allow for the capturing of student company placement details, thereby enabling more complete placement statistics.

Various company meetings were held and all company contacts were followed up on. Education, training and skills development remained high on the national agenda, as evidenced by the signing of the National Skills Development Strategy, the Skills Development Amendment Bill, the National Skills Accord and the National Development Plan: Vision for 2030. These have opened further avenues for engagement regarding WIL, and are being vigorously pursued.

Risks and mitigating strategies within the ADS portfolio

Risks related to under-preparedness of entrants

The under-preparedness of the undergraduate entrants is listed as a risk on the University's Risk Register. Although all the executive deans are responsible for the management of this risk, the Academic Development and Support Division coordinates this intervention and is also directly involved in the management of this risk.

Most risks on the ADS Risk Register are associated with the core risk of under-preparedness of our entrants, which is a major risk to the sustainability of the UJ academic project. In most cases, but not all, under-preparedness is an outcome of, and is compounded by, disadvantage, which has geographical, financial, educational, linguistic and other socio-cultural components and is cumulative in nature. While under-preparedness is a complex concept with a long history, under-preparedness has persisted and appears likely to continue to persist, and can only be addressed through concerted broad-based action addressing financial, academic and psychosocial aspects of the student experience. On the one hand there is consensus that conditions in many schools are still not conducive to learning and that many entrants as a result lack core competencies, for instance in Mathematics and Physical Sciences, and in the ability to use the medium of instruction, English, as a learning tool. As a result the articulation gap between school and university is, in some cases, widening rather than narrowing. On the other hand, the institutional culture of the institution, as well as many pedagogies employed in lecture venues, may be experienced as foreign and as not adequately supporting the desire of many entrants to learn. From this perspective the institution, too, can be seen as not yet adequately prepared for the learning needs of those embarking on studies. Ensuring epistemological access and access to academic practices for our students requires UJ lecturers, as professionals, to be fully aware of the divergent cultures and learning approaches of our students and to accommodate them in as many ways as possible.

All of this has placed increasing demands on ADS staff, who play a key role in assisting faculties and building awareness of this challenge in the University as a whole. This in turn generates further perceived risks. Many faculty staff still regard ADS as a 'solution' and expect ADS to deal with these 'problems' (seen as student

problems only), so that teaching can continue as usual. Risks as regards teaching venues and timetable slots persist: the institution of a third weekly class in many modules, while highly desirable, has placed increased pressure on the timetable and teaching venues, with the result that in some cases tutorials and developmental workshops can no longer be accommodated. Many staff have responded creatively by introducing additional formative assessments on-line, which in turn increases pressure on the computer laboratories and CenTAL. All of this means that ADS staff must manage their time more effectively, but once optimal efficiencies have been achieved, the case may have to be made for new staff posts.

Mitigation strategies

Almost all work undertaken by ADS can be seen to be mitigating this encompassing cluster of risks:

- The First-Year Experience Project seeks to manage the transition between school and university, in terms of addressing the 'under-preparedness' of both students and staff. This project acts as an umbrella for a range of strategies.
 - The introduction of NBT, with the goal of ensuring that teaching staff have an enhanced understanding of the actual competency levels of their students; associated research into actual student performance at UJ confirms the validity of the proposed NBT benchmarks. NBT, which focuses on academic competencies, is enhanced by a research initiative which, for the past six years, has been developing broad profiles of our entrants (now including study habits, travel time and socio-economic status). Various indicators are being identified which can now be used to predict student success and to identify entrants who are most likely to need additional support.
 - An approach to Orientation as compulsory and which seeks to ensure that entrants become familiar with their campus and the academic and social facilities on offer. The Orientation Programme also focuses on ensuring that students are familiar with the academic programme for which they are registering. One faculty has now awarded credit points to Orientation, to ensure that students attend and other faculties are presently giving consideration to this approach.
 - The further integration of on-going academic orienting into key modules throughout the first semester ('extended Orientation'). This academic orienting includes topics such as academic expectations, study skills, time management, library usage and information literacy, and reading and writing development.
 - An enhanced tutorial programme in which the faculty staff member responsible for the module collaborates with well-trained tutors and the Tutor Development Unit. Monitoring of trends in tutoring implementation against the UJ Policy on Tutors and Tutoring is in place.
 - The SAFENET Project: an on-line means of early identification of students whose performance shows them to be 'at risk', with appropriate supportive interventions. This concept of 'at risk' students is complemented by the concept of 'at risk' modules, in which student performance is regularly unsatisfactory, and where module redevelopment, or a rethought pedagogy, should be considered. The introduction of a new on-line module (the 'tracker' module) will allow for automated reporting.
 - Residence life: with the active assistance of the Executive Director: Student Affairs and his team, UJ residences are being positioned as sites of academic excellence, a residence academic programme is being implemented and learning communities are starting to emerge.
 - Enhanced career information prior to entry: many entrants have little information about possible careers and associated study paths. In addition to the career assessments currently in place, a virtual Careers Information System has been conceptualised by PsyCaD, which will be accessible from outside the campus. This will be complemented by outreach to local schools and to Life Orientation teachers, for instance through the various outreach initiatives already in place on SWC, in partnership with faculties and with Schools Liaison.
- While the FYE brings together a range of focused initiatives and involves colleagues from all faculties and many divisions, all ADS Centres, in their daily work, address issues associated with the risk of under-preparedness, from a variety of perspectives. For instance, the Centre for Academic Staff Development focuses on preparing teaching staff to accommodate the learning needs of under-prepared students, and – in the rollout of the Teaching Philosophy – on issues of curriculum responsiveness; they are presently beginning to

implement mentoring of new staff. PsyCaD offers psychosocial support to the many students who struggle to acclimatise to their new environment, with the PsyCaD 'peer buddies' acting as outreach into faculties and residences and guiding students in need to PsyCaD services. The Access wing of Academic Development has gained national renown for their pedagogies developed specifically for under-prepared students, which achieve excellent results, and they are now becoming a resource for faculty staff. Increasingly, faculty staff are beginning to understand the benefits of integrating academic development into mainstream modules, rather than requesting add-on approaches. CenTAL assists staff who wish to support learning by means of regular formative assessments, for which Edulink provides an ideal environment, or who wish to use ICTs to transform their teaching to accommodate a diversity of learning approaches.

Risks related to enrolment planning

There are certain generic risks in enrolment planning in that it always takes place within parameters, goals and targets that are set both internally and externally. Secondly, it is subject to external processes over which the University has no control, such as a down-turn in the economy, or a sudden increase or decline in the number of NSC graduates who meet university entry requirements. A specific risk in this area is that there appears to be a year-on-year decline in the pool of students who have passed Mathematics and Physical Science at the requisite level for entry into many of UJ's science-based programmes, and the competition with other institutions to enrol these students is intense in the context of demands for increased enrolments in SET fields. The University also sets its own targets for international student enrolment but these are vulnerable to arbitrary decisions made by foreign governments as to whether they will fund students or not and to global economic stability.

There are, in other words, some aspects of enrolment planning that can be 'managed' and others that lie beyond immediate control. For example, the University can comply with the parameters set by the Department of Higher Education and Training for enrolments at different qualification levels by controlling the numbers of enrolments for each of these, but once these are combined with the parameters set for CESM categories, compliance is impossible. The reason for this is twofold: faculties and their programmes do not always sit wholly within one CESM category, so that although one can plan and manage a faculty's enrolments, exactly where these will fall in terms of CESM categories is not predictable. Secondly, students cannot be 'forced' to enrol in particular disciplinary areas. Their choices only become manifest at the time of registration and cannot be predicted with any exactitude.

A second challenge lies in the tension between short- and long-term goals. Enrolment planning works optimally when there is a high degree of stability in the system. Planning models and tools depend for their predictability on historical patterns and trends, but these can be disrupted by ad hoc decisions to suddenly shift enrolments from one area to another, or to suddenly increase enrolments in some fields in order to 'make up numbers'. Because most students stay in the system for a number of years, these short-term decisions have long-term consequences and effects that may run counter to the University's long-term goals. Over-enrolment in 2011 was in part the consequence of the late registration of a large number of undergraduate students (± 700), many of whom required only one or two modules to complete their qualification. Here the tension was between the goal of improving throughput and the goal of keeping to the enrolment plan target.

A third challenge in 2011 was the timing of the registration process. Because it preceded the end of the month and pay day for many parents, many continuing students failed to register in the period allocated to them, leaving faculties under the impression that they needed to make up numbers through increased first-entry enrolments. But once they had access to finance, the continuing students did in fact return and the result was considerable over-enrolment. Another risk in this respect is that the proportional split between first-entry students and continuing students is not always accurately calculated, with the result of mismatches when it comes to actual registrations. There are also some programmes that battle to meet their target enrolments while others are over-subscribed and this suggests that faculties may not heed sufficiently the signals they are receiving from the student market.

Mitigation strategies

- Build in a margin for late enrolment of students who need only a few modules for completion.

- Ensure that the registration period straddles the end of the month.
- Encourage faculties to pay attention to market signals in their enrolment planning.

Risks related to programme development

The major risk in this area lies in the current process of alignment of UJ qualifications with the HEQF. There are two facets to this: the first is that there is a revised version of the HEQF circulating among institutions for comment and it contains not only additional qualification types, but also slightly different specifications for some of the original qualification types; the second facet is that internal processes of amendment of programmes will take place before the external process of accreditation. The conundrum is whether programmes should be aligned with the current version of the HEQF (which is likely to be superseded by the revised version) or with the revised version that has not yet been legally promulgated. Also, do the amendments approved internally come into force immediately or do we have to wait for HEQC-accreditation which will only take place at the end of 2013?

Mitigation strategy

Clarity and guidance is being sought from the CHE on both of these matters.

Risks associated with constantly growing demands on ADS staff

Workloads in ADS remain very high, not least in that approaches to teaching which have been proven to be effective are generally at the same time labour-intensive; UJ's broad commitment to access of necessity brings with it additional workloads and costs. The rapidly growing popularity of Edulink as a means of effectively managing large groups of students is placing additional burdens on CenTAL staff, and on the Edulink Learning Management System. The very limited staff contingent in APPI, too, is facing serious capacity constraints. At the same time, ADS has found it difficult to attract, and retain, well-qualified staff, although a satisfactory diversity profile is being maintained. The recent Senex approval of academic Conditions of Service for teaching-focused staff in ADS brings with it the consequence that ADS staff will now also need to develop research profiles, in line with international trends in the field of academic/educational development; this should, however, result in greater job satisfaction and possible career pathing. The introduction of professional Conditions of Service, for instance for the psychologists in PsyCaD, is still outstanding and undoubtedly results in higher staff turnover.

Mitigation strategies

- Careful management of staff workloads.
- A conscious search for ways to promote staff wellness, led by PsyCaD staff.
- A change in marketing perspective to a 'we work in partnership with you' approach.
- An increased focus on familiarisation of faculty teaching staff with student-oriented approaches, rather than simply on delivery (by ADS) of modules to students by means of these approaches.
- Ensure adequate ADS leadership on all campuses.
- Staff development, so that more ADS staff are able to take on a range of responsibilities.
- More selective involvement, for instance through prioritisation of first-year risk modules.
- Development of further research capacity within ADS.
- Conscious pursuit of promotion possibilities for ADS staff, following on a first successful promotion to senior lecturer; staff will need to be positioned and developed for promotion, in terms of the required teaching and research profiles.

Risks associated with the instability of the Learning Management System (LMS)

Challenges experienced during the introduction of the new version of the UJ LMS, Blackboard Learn 9.1, confirmed the very high level of risk associated with sole reliance on a single, large and complex learning system. While the situation presently appears to have stabilised, it is essential that this level of risk be mitigated.

Mitigation strategies

- On-going liaison with the South African service provider.
- Constant close attention to defects and immediate remedial actions.
- Consideration to acquisition of a subsidiary system.
- Investigation of other feasible options that may be alternative solutions (in addition to, or as alternatives to the single LMS).

CONCLUSION

The academic development and support portfolio has taken substantial steps during 2011. As a broad portfolio it is now positioned to effectively address core risks to academic sustainability, and to UJ institutional goals, both at the level of policy development and policy implementation, in planning for and ensuring the enrolment of a sustainable numbers of students, and in promoting quality classroom practice and essential psychosocial support. Rather than being constituted by centres juxtaposed next to each other, it has become a coherent whole, in which staff from all centres increasingly work in close partnership and achieve overarching goals. At the same time, continued progress will remain, at least in part, a function of a conducive institutional environment which, in its turn, offers adequate support to staff. Work of the portfolio must therefore proceed in the constant awareness of current and emerging risks, while responding to institutional challenges and seizing opportunities for future growth.

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LIBRARY AND INFORMATION CENTRE

OVERVIEW

The vision of the UJ Library and Information Centre (UJLIC) as a globally acknowledged African gateway to scholarly information, renowned for breaking knowledge boundaries, certainly rang true in the activities of the Library in supporting and facilitating the teaching and learning, research and community engagement functions of the University. Much time and effort was spent by both Client Services as well as Collection Management to ensure equal access to information resources and services on all campuses.

UJLIC consists of four portfolios reporting to the Executive Director: Library and Information Centre:

- Client Services;
- Collection Management;
- LIC Systems;
- Administration.

The Executive Director reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement.

The Leadership Team, consisting of the Executive Director, directors and leaders of the portfolios, met every second week to consider strategic issues, policies, and financial and human resource matters. The middle management team (ManCom), consisting of managers and team leaders of departments and specialist staff working across campuses, met every four weeks to consider tactical issues. To facilitate services and to discuss operational issues across campuses, various forums – circulation, information librarians, interlibrary loans and shelving assistants – met regularly.

Task teams which facilitate issues across functions and portfolios met regularly. These include the Finance Task Team (FINTT), the Human Resource Task Team (HRTT), the Quality Task Team, the Collection Development Task Team, the Innovative User Group Task Team and the Administration Task Team.

The annual evaluation of the structures above indicated that UJLIC was functioning well in most cases. Policies were revised in all portfolios and placed on the UJLIC Intranet and Administrative Hub.

The year under review produced many highlights, including the finalisation of the HR report on the LIC structure; completion of the conversion to the Dewey Decimal Classification System; the completion of the isiZulu interface of UJLink, the UJLIC catalogue, and the acceptance of the proposal for the change to a thin client model; and mobile library applications. Remarkable progress has also been made with the use of new technologies, and specifically with Web 2.0.

Regarding **library systems**, Phase I (isiZulu) of the Multi-Language Search Interface Project of UJLink was signed off on 10 October 2011. This project originated in 2006, when LIC saw fit to embrace the Vice-Chancellor's vision to lead the University of Johannesburg towards a true multi-cultural and multi-language institution of excellence, by showing its engagement in expanding and therefore offering its OPAC (UJLink) Search Interface in all four institutional languages, i.e. English, isiZulu, Afrikaans and seSotho sa Leboa (the latter two to be completed in Phases II & III). This was a huge task that involved various stakeholders, i.e. library staff responsible for translations; UJ's Translation Unit; the Intellectual Property Office; and LICIT to build, configure and maintain this service (http://ujlink.uj.ac.za/*zu). This is a first in the world.

Research, proposals and ground work regarding a pilot project called Streaming Video @ UJ was concluded in 2011. All hardware and software and licensing was purchased in 2011. Installation and configuration will commence early in 2012. The need for video streaming was expressed by various faculties, departments and services, including the Faculties of Engineering and the Built Environment, Education, Sciences and the Humanities, The School for Tourism and Hospitality, and Edulink. Benefits for the University from video streaming includes: no need for students to download the entire video/file before it can be played, thus simplifying the delivery of multimedia content; classroom/lecturer material can be archived and accessed at any time and place via the web; multicasting: video accessible to multiple viewers at the same time; unlimited applications: lectures and lecturers' notes; tutorials; marketing; public events hosted by the University; live news feeds; sport events; virtual tours; VC's messages, etc.

Regarding student desktop support, a two-year investigation to find a cost-effective solution to manage desktop PCs centrally and remotely was concluded. This project formed part of both the LICIT's as well as the institutional computer service's (ICS) five-year plans. It started towards the end of 2009. The study was done in close cooperation with ICS. The solution was found in a Thin Client Model i.e. autonomous, embedded clients running on its own, independent of any server but at the same time with the ability to be administered from a single point.

Apart from the above major projects, the following new services were also introduced:

- Programme Registration: it is now possible for library patrons to register for library training or related events on-line @ <http://ujlink.uj.ac.za/iii/calendar/>.
- Institutional repository (IR) backup server: a second server has been installed in ICS's Disaster Recovery Room to ensure further redundancy of the IR service.
- UJ is currently the only institution running its Lexus-Nexis & Juta Law databases on a local virtual machine and server.
- Integrated library management system (ILMS) login: it is now possible for patrons to only login to any UJLink service once and then be able to access all UJLink services during that specific browser session, e.g. login to one service such as My UJLink and then also have access to all other ILMS services, i.e. WAMed E-resources, interlibrary loan requests, ECR, etc.
- Hosting of the Administration Information Hub (intranet filing) for LIC staff (<http://0-licdox.uj.ac.za.ujlink.uj.ac.za>).
- Ability whereby LIC will be able to receive academic requests for items to be purchased electronically instead of per delivered paper card/form (<http://ujlink.uj.ac.za/acquire>).

The Library also took a decision in 2011 to open up PCs for social networking since the University is on Facebook, and many lecturers use social networking as part of the 'learning to be' process.

The activities in the Collection Management portfolio showed an overall increase. In the **Acquisitions, Cataloguing and Physical Processing Department** an increase in cataloguing and number of book orders, as well as the concerted efforts to move to electronic resources, clearly indicated the increased productivity. Service level agreements were set up with suppliers of books, journals and e-formats.

The Vice-Chancellor mandated the exploring of e-textbooks. This is not currently a viable option due to non-standardisation of platforms. Furthermore this is a university issue which should be dealt with in cooperation with faculties and other divisions. Much time and effort was spent to move from print to electronic books and journals which will be remotely accessible and to which UJ will have perpetual access.

Several collections were re-located to other campus libraries. Material not required, but still good enough for distributing to other worthy institutions, were sent to SWC and DFC for community projects. The selection and incorporation of the East Rand Collection is an on-going process. The department played an important role with the re-cataloguing and re-classification for the Dewey Project and contributed to the achievement of finishing the project before the target date.

Regarding the **Bindery**, the implementation of the outcomes of the feasibility study started. The tender process to purchase new machinery is in progress and is due for completion in 2012. The study also had a positive effect on the morale of staff and this, together with having all vacancies filled, led to a massive production increase of 49% compared with 2010.

In the **Archives, Institutional Repository and Special Collections Department (AIRS)** highlights included the launch of the 'Highgrove Florilegium' publication in May 2011; digitisation of special collections and outsourcing, for example images of The Van Warmelo Collection and beadwork; the Employment Bureau of Africa (TEBA) collection and specifically the 'Umteteli wa Bantu' newspaper, the Witwatersrand Native Labour Association (NLA) Collection (in process) and the Native Recruiting Corporation (NRC) Collection (in process). Due to the poor quality of scanning by one of the suppliers, the documents were returned to the company for rescanning.

The Accounting History Collection was donated to AIRS by Prof. Grietjie Verhoef to be kept with the Special Collections.

The Greek Lyceum requested that the Greek Archives be moved to the Saheti School where a special facility was built for this and other collections. The move was finalised on 12 October 2011.

A very high priority of the institutional repository, UJDigispace, was to increase the content and to improve the web rankings by webometrics. Unfortunately the web ranking went down by two positions, which is partly due to copyright restrictions allowing very few accredited articles and other research output to be uploaded. The loading of theses and dissertations was delayed due to the upgrading of the server and the installation of the latest DSpace software. Other challenges included faulty electronic copies, which cannot be opened or have viruses and compact discs which are blank or password protected. Despite this, more than 200 theses and dissertations from the pre-cursor institutions were uploaded. Much time was spent in developing an efficient workflow for the submission of electronic theses, dissertations and photographs and improving the number and quality of items received for UJDigispace.

The copyright office had workshops with all faculties (postgraduate students) on plagiarism and copyright. At undergraduate level the Faculty of Science and FADA were visited. Students from the Faculty of Science also wrote a test on plagiarism that was administered by the Copyright Officer through Edulink. An agreement was reached with faculties that training should be scheduled for as early as possible in 2012.

Client Services

The UJLIC Client Services Division was able to meet its objectives despite the time-consuming and emotionally draining process of implementing the new library structure, specifically the Faculty Librarian Model of

Information Service Delivery. In fact, the implementation of the model placed the Division on the brink of a new era of service delivery focusing on faculties rather than campuses.

The information skilling programme was successfully integrated with the UJ Orientation Week and the First-Year Experience Initiative. The Research Interest Group was an important new development which had a positive impact on its members' understanding of the needs of the researchers they serve. It also developed the members' own research skills. The partnership with the Postgraduate Centre was well established during the year and a number of highly successful joint projects took place.

The use of the library and all its services and facilities has stabilised over the last two years. There are small fluctuations in the number of visitors, the number of books circulated, the number of clients trained and the number of clients helped to find the information they need. The areas of concern are the inter-lending service (both interlibrary loans and inter-campus loans) and the use of the electronic resources.

The communal reading project, One-Book-One-Library, was once again one of the highlights of the year with both library staff and students enjoying reading 'Devil's Peak', or the Afrikaans version, 'Infanta', or the French translation, 'le Pic du Diable' and the interaction with author, Deon Meyer.

RISKS AND RISK MANAGEMENT

From the original seven (25) high risks, no high risks remained at the end of 2011. At a meeting with the Manager: Financial Risk and Insurance, risks were re-evaluated, resulting in one risk at 20 and one at 16. Thus the target to reduce the high risks at the end of 2011 was met.

Disaster Management

Based on risks identified throughout the University by the Management Executive Committee, all faculties and divisions were required to prepare a disaster management plan. This consisted of a disaster plan and a disaster recovery plan.

UJLIC drafted the UJLIC Disaster Plan, which was well received by the Risk Management Committee. Provision has been made for the necessary equipment in the 2012 budget. Phasing in of the disaster management plan is scheduled for 2012.

STRATEGIC FOCUS AND PERFORMANCE

UJLIC focused on supporting the sustained excellence of academic programmes, research and community engagement. This was done by close cooperation with faculties regarding services and resources.

The strategic objective of the Client Services portfolio remained to increasingly embed all services in the teaching, learning and research activities of the University. The Information/Learning commons facility in the Soweto Campus Library was completed in March 2011 with the installation of equipment. The service was planned and will be implemented in 2012.

UJLIC also partnered with the Postgraduate Centre (PGC) by mainly joint workshops for postgraduate students. This included a seminar with UJ editors of journals, attended by 105 people. Workshops on copyright, plagiarism, referencing techniques and report writing tools, including RefWorks, were also offered. Various LIC staff members participated in a postdoctoral fellow's seminar introducing the services and resources of UJLIC.

Equivalence of all campuses was a strong focus of LIC. Library hours were standardised on all campuses, and an agreement was reached with the students that Saturday opening hours will be extended to 18:00 during exam times. Another UJ strategic thrust is a brand that identifies UJ with relevant, accessible and excellent higher education.

The UJLIC hosted an Open Access (OA) Seminar at the APK Library to celebrate International OA Week 2011 to promote the understanding and use of an alternative publishing model that makes scholarly and research literature widely available. The keynote was delivered by Dr Daisy Selematsela, Executive Director: Knowledge

Management and Evaluation at the National Research Foundation. UJ endorsed and signed the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities as well as the Budapest Open Access Initiative.

A main event contributing to the brand was the lecture by Dr Ismael Serageldin, Director of the New Library of Alexandria entitled 'In conversation with youth: the shape of tomorrow: the seven pillars of knowledge'. This was jointly organised by the Soweto Campus Library and the PGC. Dr Serageldin was the invited speaker for the 2011 Nelson Mandela Lecture.

Once the process for uploading content on UJDigispace has been streamlined and challenges with copyright overcome, this will become an important branding tool. The retrospective uploading of theses and dissertations from precursor institutions will be done in 2012.

The UJLIC webpage content was reviewed and updated as part of the migration project of the UJ web to the new SharePoint platform.

Staff achievements

Seven papers were presented at four national conferences and three papers by two staff members at three international conferences. One article was published in an accredited journal.

Ms Julia Paris received the National Librarian's Award for 2011 from the Library and Information Association of South Africa (LIASA).

Various staff members served on professional executive committees, including the Committee for Higher Education Librarians in South Africa (CHELSA), the SA On-line User Group, the Research Interest Group (RETIG) of LIASA and others.

Information budget

The information budget allocation formula was finally agreed on and the gaps identified in the collections in the previous year could be addressed in line with the strategic thrust of resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship. Only material selected by faculties and information librarians are purchased and added to the library collections. Overall the UJLIC improved its performance as a division.

Due to lateness of the agreement (May 2011) and the consequent late submission of orders, the overall information budget could not be spent, as many orders were still outstanding at the end of 2011.

Table 14: Information budget expenditure by format, 2011

FORMAT	PERCENTAGE
Print Journals	11%
Print Books	40%
E-resources	49%

As part of the library's Five-year Strategic Plan 2009 to 2014, the UJ Management Executive Committee agreed to an increase of R40 million over five years for Information Resources.

Although the budget has shown an increase each year, the same cannot be said for the number of resources purchased. In 2009 the information budget allocation (for books, journals and databases, irrespective of format) was R26.4 million, in 2010 it was R29 million (10% increase), plus an additional amount of R3.5 million and in 2011 the allocation was R37.17 million (28% increase). For books alone the allocation was R8 million in 2009, R7.9 million in 2010 and R13.4 million in 2011.

Despite the increase, the ratio of book titles per student (11 titles per student) remains dismal in comparison to the global standard of 103 titles per student.

ENVIRONMENTAL SUSTAINABILITY

All paper and books which were weeded and therefore no longer in use, which could not be donated to other libraries in need, were recycled. A concerted effort was made in all LIC departments to reduce printing.

STAKEHOLDER ENGAGEMENT

Most of the community engagement activities are based at campus libraries. The Funda UJabule School on the Soweto Campus is a project of the Faculty of Education. The SWC library staff approached the Principal of the school and the Dean of the Faculty of Education with a proposal to establish a library for the school as a community engagement partnership project. Both the Principal and the Dean were in favour of the project and a project planning committee was formed,

At APK unwanted/irrelevant books received through donations were donated to the College Campus, Rosebank; access to information resources was granted to students from the Ann Latsky Nursing College; and membership of the APK campus library was granted to RAUCALL Grade 12 learners. Assistance was provided with research for their studies and assignments.

DFC Library is very active in community engagement and has been for many years. A new initiative, the Inner City Community Library Project, was launched in 2011 in Hillbrow. Nineteen buildings were made available to the project team for the establishing of community libraries to service the inner city community who finds it difficult to travel to the inner city public libraries. The DFC Library assisted with advice and knowledge sharing as well as book donations sourced from the Rotary Club.

LEADERSHIP FOOTPRINT

Staff members are involved in various professional bodies, i.e. the Executive Committee of the SA On-line User Group, the LIASA Gauteng South Branch Higher Education Libraries Interest Group, the LIASA Gauteng South Branch Research Interest Group and the National Research Foundation Digitisation and Data Preservation Centre, sponsored by the Carnegie Corporation of New York.

UJ took a leading role in the establishment of a Community of Practice of institutional and research repositories. Currently 10 national institutions are members of the Community. One campus librarian received the National Librarian's Award for 2011 from LIASA.

The former Executive Director of LIC was a member of the peer review panel for the Vaal University of Technology Library Service as well as of the peer review panel for the North-West University Library Services.

CONCLUSION AND THE WAY FORWARD

2011 was characterised by a general increase in activities. Overall UJLIC performed well and strategic objectives were met, but certain areas will need to be addressed in 2012.

One of the first priorities for 2012 is the optimisation and revisiting of space for enhanced support and service to students, lecturers and researchers. The acceleration of the move to e-strategy will receive urgent attention by UJLIC and stakeholders in faculties and other UJ divisions. A strategy to upload and showcase accredited research output sooner than in the past and without any copyright transgression will urgently have to be found.

Partnership with the Postgraduate Centre will continue and the existing cooperation in terms of information skilling, writing skills, workshops on research tools, copyright and plagiarism will be extended. The Bindery will create a marketing development plan in order to increase their share in the market and increase cost-effectiveness with new equipment. Community engagement needs to be extended to all departments in the Library.

The information librarians, led by the faculty librarians, will embed information support to students in the courseware available to students on Edulink (Blackboard-based on-line teaching system). Resources relevant to courses and assignments will be prominently featured within Edulink. It will bring much needed guidance on how to find information to students who might not visit the library to ask assistance from a librarian.

Connecting students with quality information and training interventions will at the same time save lecturing staff time and effort.

The information skilling approach will be tailored to an introductory skilling programme to the process students use when searching for information, which is basically the Google suite of search services and Wikipedia.

A pilot project on circulating e-books is planned for 2012. The UJLIC is currently extending its e-book collections. These are made available to end-users through the library webpage and catalogue in the same way as databases and e-journals. The project will investigate and report on accessibility of current UJ e-book collections on portable devices and the state of end-user devices and their availability/usability in South Africa.

Access to library services and e-resources will be improved through a mobile webpage designed for viewing on mobile devices. This will embed the information students need on the library in the media they use every day, as well as provide access to the databases and other information sources.

Hannie Sander (Ms)

Executive Director: Library and Information Services

Adam Habib (Prof.)

Deputy Vice-Chancellor: Research, Innovation and Advancement

INTERNATIONALISATION

OVERVIEW

Through internationalisation, the University of Johannesburg is poised to enhance its scholarly engagement and impact on national, regional and continental transformation agendas. Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are fully integrated into UJ life; internationalisation of the academic curriculum, including through dialogue with the international community about issues of national-global importance; as well as the development of international partnerships and implementation of international collaborations involving research, student and staff mobility, and leading toward the enrichment of the University's research and teaching, in pursuit of excellence in scholarship and enhancement of UJ's International Profile.

In 2011, the Division for Internationalisation was reconstituted and enlarged to more seamlessly execute Internationalisation as a key strategic thrust of the University. From September 2011, under the leadership of an Executive Director, the Division was structured to subsume units for:

- International Partnerships;
- Study Abroad;
- International Marketing and Recruitment;
- International Student Welfare.

The latter part of 2011 thus forms an important watershed and foundation period for a reconfigured Internationalisation structure and programme for UJ.

Governance

The cross-cutting nature of the portfolio for Internationalisation necessitates a close interface with the core business of the University, together with various support structures across the University. The Division is thus represented at the highest level at the Management Executive Committees: Academic (MECA) and Operations (MECO). Internationalisation is also represented on the Transformation Committee and on the Enrolment Management Committee. In 2011, regular meetings were also held with:

- Student Representative Bodies;
- The Postgraduate Office;
- Student Welfare.

RISKS AND RISK MANAGEMENT

Risk preparedness in 2011 was geared at assuring the promotion of international linkages, and the setting up of a Study Abroad Programme. Furthermore, the identification of risk categories, and their mitigation thereof, was guided by the welfare service that the Division is set to provide for an enhanced international mobility programme for students and staff in the ensuing years. The main risks reflected in the portfolio risk register are xenophobia, personal injury, safety on campus and students abroad.

The mitigation of the risks involved the following:

- An Internationalisation Strategy in place by October 2011.
- A fully-fledged Internationalisation Office with a full staff complement was in place by December 2011.
- On-campus Internationalisation Offices that are easily identifiable to students have been set up.
- Guidelines have been agreed on between Internationalisation and Security Services, and communication lines set up.
- Off-campus accommodation for emergency purposes has been identified.

STRATEGIC THRUSTS AND TARGETS

The division of Internationalisation is charged with ensuring and assuring a University of Johannesburg that is characterised by “an international profile of students, staff, scholarly output and institutional reputation” (Thrust 4). By 2012, UJ will have a well-resourced International Office, a Study Abroad Programme and provision of Student Recruitment and Welfare to a targeted 5 000 international students by 2020.

PERFORMANCE

Between September and December 2011, the following was achieved:

- A fully resourced office;
- Study Abroad Programme structured;
- New partnerships developed;
- Relationships with local embassies developed;
- Recruitment of exchange students; and support to the Student Enrolment Centre regarding International Student applications processing.

Welfare work was carried out throughout the year, and included:

Social interaction

- Welcome function and orientation;
- International Festival.

On-going student support

- Meetings were facilitated between UJSRC and UJISS for better understanding between international and local students;

- Buddy system: this entailed the recruitment and training of student buddies;
- Communication.

The following modes of communication have been set up: Newsletter, Facebook, newspaper column, cell phone messages and liaison with embassies.

RESOURCE MANAGEMENT

In the period between September and December 2011, the following posts were filled: Executive Director: Internationalisation, Director: Study Abroad, Senior Manager: Recruitment and Executive Secretary. The following posts were reconfigured: Student Welfare Coordinator to Study Abroad and Exchanges Officer. The Division was restructured to enable a high-quality service delivery to international students.

STAKEHOLDER ENGAGEMENT

A number of delegations from abroad were received throughout the year, primarily for purposes of exploring collaboration with UJ. In the latter part of 2011, such discussions emphasised funded or part-funded student mobility. The UJ MEC also visited several institutions in the United States of America to explore possible partnerships. Approximately 30 international institutions and embassies were visited during the reporting year and several new agreements have been signed and some were renewed. New UJ-initiated discussions were entered into with the United Nations Institute for Development and Economic Planning, encompassing foundation plans for many collaborations:

- IDEP-UJ Master's Programme in Industrial Policy;
- UJ hosting of the IDEP short Executive Programme on Industrial Policy for 2012;
- UJ-Makerere University away offering of the IDEP-UNDP short course on Global Gender and Economic Policy Management;
- IDEP-Harvard University-UJ led Executive Leadership Consortium of African Universities;
- Southern African Development Community (SADC) short course on Mining.

CONCLUSION AND WAY FORWARD

A lot of the necessary foundation work for the establishment of a Study Abroad Office was laid in the latter part of 2011; and necessary preparation made to place the Division in good stead to take up the work of targeted recruitment of international students in 2012. Promotional material was developed; and the reconfigured Division introduced to such study abroad providers as International Student Exchange Programmes (ISEP), Interstudy, and the Council on International Educational Exchange (CIEE). Welfare-preparedness was also seen to, with the risk and security measures being put in place; a relationship was established with the Accommodation Management Office with clear needs articulated; and a buddy system covering the four campuses was put in place. In addition, the relocation and centralisation of offices should contribute towards the crucial work of building a team and ensuring ease and efficiency in student service and a more convenient location of such a service for students. Internationalisation as a division is set to be client-focused, laying emphasis, in 2012, on student mobility, Africa partnerships and operationalising the Study Abroad Office as a business.

Pinkie Mekgwe (Dr)

Executive Director: Internationalisation

Adam Habib (Prof.)

Deputy Vice-Chancellor: Research, Innovation and Advancement

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

SENATE REPORT TO COUNCIL: RESEARCH AND INNOVATION PERFORMANCE

OVERVIEW

Sustained excellence in research and innovation forms one of the core business strategic thrusts. The Research and Innovation Division (RID) provides strategic and operational support for research at UJ. All information pertinent to research activities and support functions is disseminated through the website www.uj.ac.za/research. The functional activities of the RID are measured through key performance indicators with goals and targets defined annually according to the University's research strategy. The nine faculties are the key drivers of this strategic thrust. For the 2011 academic year, the key performance indicators are:

- Accredited research output;
- Proportion of international to national research publications;
- Number of active researchers;
- Number of NRF-rated researchers;
- Number of postgraduate student enrolments.

Four of the above key performance indicators are listed in the Institutional Scorecard for 2011 (measured through 2010 publications), namely accredited research output with a target of 537 units, proportion of international to national publications 64:36, number of active researchers with a target of 400, and the number of honours and below master's students with a target of 4 234, as well as master's and doctoral students' enrolment target of 2 500 students.

The University attained its goal of doubling its accredited research output units in half the expected time of 10 years. The research portfolio recorded success in all target areas. Between 2006 and 2010, accredited research output has grown by 87%, from 325.99 units to 610.90 units; the proportion of international to national research publications shifted marginally from 64:36 to 65:35; the number of NRF-rated researchers increased from the low 60s to 99; the number of postdoctoral fellowships grew significantly from the mid-20s to 77; and there are now 497 active researchers contributing to accredited research outputs.

RESEARCH STRATEGY AND RESEARCH POLICIES

The following policies and strategies are used for the governing of research and innovation at the University:

- UJ Academic Regulations (sections related to postgraduate research);
- UJ Research Strategy;
- Research Policy;
- Student-Supervisor Policy;
- Guidelines for Authorship;
- Policy on Intellectual Property and Commercialisation;

- Policy on the Classification of UJ Research Structures;
- Policy on Postgraduate Studies.

GOVERNANCE

The Executive Director: Research and Innovation is responsible for the Research and Innovation Division and reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement. The purpose of the RID is to provide strategic and operational support for research in the University. It does this through five administrative functions, each with well-defined activities: research administration; research management; postgraduate support (Postgraduate Centre), intellectual property management and statistical analysis (Statkon). The Research Information Management System is also highlighted as a governance function, as well as the Office for Intellectual Property.

Two Senate Committees related to research exist: the Senate Higher Degrees Committee and the University Research Committee. The Senate Higher Degrees Committee held five ordinary and three special committee meetings and the University Research Committee met quarterly (refer to Senate Report).

Research administration and management: statutory structures

The following statutory governance structures are relevant:

- Senate (chaired by the Vice-Chancellor and Principal);
- Senate Committees (chaired by the Deputy Vice-Chancellor: Research Innovation and Advancement);
- University Research Committee (URC);
- Senate Higher Degrees Committee (SHDC);
- Faculty boards (chaired by the relevant executive dean);
- Faculty research structures (structured by the executive dean concerned or senior professor(s) appointed by the relevant executive dean); and
- Academic Administration: this is governed by both the faculty and the Registrar at central academic administration divisions.

Research Information Management System (RIMS)

UJ is one of the founding consortium members of the South African Research and Information Management Programme, the objectives of which are twofold. The first is to provide common RIMS for publicly-funded research institutions to support their research administration processes. This is currently facilitated by a software suite supplied by InfoEd Global. Secondly, the programme establishes a common business intelligence (BI) platform for the Department of Science and Technology (DST) to distil data from the publicly-funded institutions that will inform strategic research-related funding and decision making. RIMS is envisioned as being the backbone of this common platform, and the primary conduit for institutions to submit strategic research information to the DST.

The RIMS consortium currently consists of 32 higher education institutions and science councils, of which UJ is one of 16 institutions having deployed one or more of the RIMS modules in their live environments, and one of the first institutions to have submitted data from RIMS for integration into the BI warehouse for DST and institutional reporting.

A successful dual-submission trial during 2010 paved the way in 2011 for the Research Output Module (ROM) to be rolled out to all nine of UJ's faculties after extensive group and one-on-one training was conducted. Trained staff in each faculty are now able to capture and submit their faculty's outputs to RID. Research outputs produced in 2011 will be reported to the Department of Higher Education and Training (DHET) via RIMS in 2012. ROM was also extended to allow the capture and reporting of UJ-registered patents, as well as non-subsidy research outputs in the future.

In May 2011 UJ was represented at the InfoEd User Group Meeting in New York, USA, and formed part of a selected delegation representing the South African consortium tasked with, among other system enhancements, enabling extended institutional and national reporting capabilities by incorporating individual researcher, detailed demographic and departmental level criteria into the reporting system.

The Proposal Tracking Module, first implemented in 2010, was extended to include not only internal funding sources, but also national and international sponsors, in preparation for full roll-out during 2012, when all University Research Committee applications, as well as locally and nationally sponsored research funding applications, will be captured and tracked, and management reports compiled. UJ also co-piloted the testing and sign-off of the Award Tracking and Financial Tracking modules, which, once the consortium completes the Financial Staging Area (scheduled for mid-2012), will allow detailed financial tracking and reporting on active researcher's accounts and research projects.

2011 saw the inclusion of some South African research funding bodies, including the NRF, the Medical Research Council (MRC), etc., in the RIMS' Sponsored Programme Information Network (SPIN) funding database. The SPIN database, now the largest in the world with over 40 000 funding opportunities listed, was made available to all on-campus users, with several training workshops held, and support rendered on an ad hoc basis. Full-scale rollout to the wider UJ research community was postponed until 2012, pending a major update to the SPIN user interface, intended to make searching for funding easier. Full deployment of the revised SPIN database is scheduled for early 2012.

During 2011, UJ participated in the sign-off of the suite of RIMS Technology Transfer modules, which will facilitate the collection, management and reporting of technology disclosures, cases, filings, etc. UJ-specific customisations may be required before UJ may make use of these facilities in 2012.

UJ remained an active member of the RIMS Test Team, which under the auspices of the NRF is responsible for ensuring that the national implementation of RIMS meets the reporting requirements of individual higher education institutions, the NRF, the DHET and the DST. During 2011 the mandate of the RIMS Test Team was extended to providing input into enhancing and expanding the capabilities of the national RIMS service desk, as well as providing test data and other input into developing business intelligence capabilities via a BI warehouse. The BI warehouse will be the mechanism by which the DST and institutions will be able to easily extract and prepare their own graphical reports concerning their research activity on an institutional and national level.

During 2011, RID was amongst the first of UJ's divisions to establish a social networking presence to enhance and support communication via the Division's web site. This initiative has proved to be an invaluable channel for communicating funding opportunities, bursaries, scholarships, events, seminars, research successes and highlights to researchers, postgraduate students and other stakeholders interested in research at UJ.

Intellectual Property

The University's intellectual property (IP) is protected through the conditions of employment contract and confidentiality agreements with external parties. These agreements establish ownership of and rights to trademarks, copyright, trade secrets, innovations and inventions resulting from any research and dealings with the University. The Office of Technology Transfer at UJ was established with the support of the DST with an annual budget of R1.87 million over three years. Under the funding agreement, the Office of Technology Transfer is obligated to comply with the regulations and objectives set in the Operational Plan. The purpose of the Office of Technology Transfer is to facilitate technology transfer and commercialisation of IP in order to generate income for further research at the University and for the benefit of society. An IP Officer was appointed in January 2011.

RISKS AND RISK MANAGEMENT

The risk profile associated with research and innovation, covering a broad spectrum of issues with different levels of risk factors, is fully described in the institutional risk register. The high risk areas in 2011 are:

- Declining national industrial research funding opportunities;
- Inadequate support to postgraduate students and postgraduate supervisory capacity;
- Few research capacity-building programmes;
- Inadequate international recognition of the University;
- Sacrificing quality of research over quantity of research output (stature, depth and quality of research).

The mitigation strategies are reflected in the institutional Risk Register and the institutional Improvement Plan and are regularly reviewed and updated. In addition, the Research Policy and Strategy also serve as an intervention strategy to mitigate the risks.

RESEARCH PERFORMANCE

Accredited research output

The total research output of the University, as accredited by the Department of Higher Education and Training, grew by 30% from 466.82 units in 2009 to 610.90 units in 2010. The University achieved its target of 600 research output units within the first decade of its existence in half the time planned, starting from 325.99 units in 2006 to 610.90 units in 2010. Not only was there an increase in the units awarded, but the University also recorded an all-time high submission success rate (97%), having submitted 629 research output units.

Table 15: Accredited research output units from 2005 to 2010

Year	Books/Chapters	Proceedings	Journals	Total
2005	11.55	13.64	300.80	325.99
2006	9.80	15.99	360.77	386.56
2007	4.12	15.97	330.64	352.12
2008	6.38	27.65	354.99	389.02
2009	12.13	42.05	412.64	466.82
2010	22.61	72.54	515.75	610.90
2011*	75.88	86.97	616.89	779.74

* Unaudited units claimed from DHET in 2011

Proportion of international to national research publications

In an endeavour to increase the research stature and impact of its research output, the University promotes research publications in international journals. There has been a significant shift in the number of publications from national to international peer-reviewed journals. In 2010, the percentage of international to national research publications was 64.5:35.5.

Active researchers

Active researchers are defined as those who are involved in publishing accredited research outputs. Based on the accredited research publications submitted for 2010, there were 497 active researchers at UJ compared to 380 the previous year. More staff are publishing, and given the lucrative institutional incentives for publishing, there has been a satisfying increase in the number of active researchers. The University has clear policies for incentivising publishing in accredited research publications.

A substantial number of UJ researchers are recognised both nationally and internationally, some are active in or have become affiliated to various professional bodies, and some have been recognised by distinguished awards.

Number of NRF-rated researchers

The programme for identifying new potential applicants and helping researchers to move from a lower rating to a higher one, which was implemented in 2010, has yielded good results. At the end of 2011, there were 99 rated researchers up from 90 at the end of the previous year. The increase in the number of rated researchers was mainly attributed to new ratings and rather than to new staff joining the University. Also of significance is the gain in the number of C-rated researchers and Y-rated researchers.

Table 16: Number of NRF-rated researchers

Ratings							
YEAR	A	B	C	P	Y	L	TOTAL
2004	2	10	39	1	8		60
2005	2	11	38		11	1	63
2006	2	11	44		7	2	66
2007	2	14	43		5	4	68
2008	2	16	43		7	2	70
2009	4	16	42	1	7	2	72
2010	5	20	52	1	10	2	90
2011	5	21	57	1	14	1	99

The South African Research Chair Initiative (SARChI)

SARChI aims to strengthen scientific leadership and research capacity in South African universities. The programme supports world-class scholars who are the focus of advanced research and training the next generation of research leaders in their fields. UJ submitted a total of 23 applications for the SARChI call, of which two were joint applications with the Council for Scientific and Industrial Research (CSIR) and one with the MRC. A further application was submitted to the University of Cape Town as a joint one with UJ. Fifteen of the applications were recommended to proceed to the second round of adjudication and finally, four were approved for funding. The four new research chairs are:

- African Diplomacy and Foreign Policy;
- Education and Care in Childhood;
- Indigenous Plant Use;
- International Law.

Following the previous call for research chairs, in which the Research Chair for Nanotechnology was delayed, UJ subsequently was awarded the Chair in Nanotechnology for Water. In total UJ currently hosts seven research chairs, including those of Geometallurgy and Social Change.

RESEARCH PROFILE

Enhancing UJ's research profile is a continuous process involving the sustainability of the human and material resources available, the research management systems put in place and the enabling research environment.

Research Centres

There are 19 research centres in total, some existing within the faculties and others as stand-alone entities.

The research centres include:

- The Centre for Visual Identities in Art and Design (VIAD) which is part of the Faculty of Art, Design and Architecture and spans all faculty departments;
- The Centre for Education Practice Research (CEPR) in the Faculty of Education, which houses 11 research projects and focuses on investigating education practice;
- The Centre for Education Rights and Transformation which is part of the Faculty of Education;
- The Centre for Culture and Languages in Africa (CCLA) in the Faculty of Humanities, which conducts and produces research on the broad theme, 'Culture, Tradition and Modernity in Contemporary South Africa';
- The Centre of Social Development in Africa (CSDA) in the Faculty of Humanities, which is dedicated to basic, applied and strategic research in social development and developmental welfare;

- The Centre for Sociological Research (CSR), also located in the Faculty of Humanities, which is conducting extensive research in order to explain social inequality and political conflict;
- The Laser Research Group in the Faculty of Health Sciences which is involved in the field of phototherapy;
- The Water and Health Research Centre, also in the Faculty of Health Sciences, which deals with the relationship between water and human health;
- The Institute of Transport and Logistics Studies (ITLS) in Africa, or ITLS (Africa) in the Faculty of Management, which was established in response to a strong need for formal, independent, unbiased and relevant research in the fields of transport, logistics and supply chain management;
- The Centre for Catalysis Research in the Faculty of Science, which investigates catalysts with improved performance characteristics as measured against selected benchmark systems;
- The Paleoproterozoic Mineralisation (PPM) Research Group in the Faculty of Science, which is internationally recognised as a leading force in the study of Precambrian paleoenvironmental evolution and associated ore-forming processes;
- The Sustainable Energy Technology Testing and Research Centre (SeTAR) which is in the Faculty of Science;
- Aquatic Ecotoxicology which is in the Faculty of Science;
- Nanomaterials Sciences which is in the Faculty of Science;
- The Centre for Plant DNA barcoding which is in the Faculty of Science;
- The Industrial Electronics Technology Research Group which is in the Faculty of Engineering and the Built Environment;
- Telecommunications which is in the Faculty of Engineering and the Built Environment;
- The Stream Processing Research Group which is in the Faculty of Engineering and the Built Environment;
- Mineral Processing and Technology which is in the Faculty of Engineering and the Built Environment;
- Advanced Composite Materials which is in the Faculty of Engineering and the Built Environment;
- The Photonics Research Group which is in the Faculty of Engineering and the Built Environment;
- The South African Institute for Advanced Constitutional, Public and Human Rights (SAIFAC) which is in the Faculty of Law.

Some centres are funded jointly by the University Research Committee and the relevant faculty, while the Centre for Transport and Supply Chain Management is currently the only self-sustaining centre. Over a period of time, the centres are expected to reduce dependency on university funding and focus on attracting external funding.

The centres are funded on a three-year cycle with a total budget of R14 million per annum. At the end of a three-year cycle, a review process will be conducted on the basis of the five key performance indicators (KPIs) below, agreed upon with the faculties in order to determine the sustainability of the centre:

- Accredited research outputs generated;
- Human capacity development in research;
- Master's and doctoral students enrolled and graduating;
- Public profile developed (nationally or internationally);
- External research funds generated.

Postgraduate Centre (PGC)

The Postgraduate Centre (PGC) has had a highly successful year. In only its second year of existence, it is making great strides towards creating an environment conducive to fundamental scholarship and rigorous intellectual engagement, one which is both personally rewarding and highly productive for students as well as staff. Through funding, training, development, support and information services across all nine faculties, and by acting as a hub for interfaculty and interdisciplinary research, it aims to better coordinate, extend and enhance the postgraduate experience at UJ.

The PGC's strategic objectives are to:

- Increase postgraduate throughput through enhanced student support and improved supervision and mentorship;

- Improve enrolment with a dedicated focus on the recruitment of a larger and diverse group of postgraduate students, including international students;
- Improve access of all postgraduate students to external funding, increase access to information on funding and ensure greater equity in the disbursement of funds;
- Create awareness of the PGC's activities through working with cross-cutting support services such as the faculty administrators, marketing and internationalisation;
- Enhance the postgraduate student experience at UJ and across the campuses at UJ;
- Keep abreast of policy developments in the Department of Higher Education and Training and related parastatals in order to create alignment between the UJ strategy and the key strategic direction for postgraduate studies nationally.

Funding Support

Through its Funding Support Section, the PGC advises both students and staff about funding opportunities and provides them with step-by-step assistance through the various application processes. The Funding Support Section is responsible for the administration of specific internal funding opportunities, and also manages major external funding for postgraduate students.

In 2011, the increase in the number of applications received from students for the various funding opportunities was more than matched by increases in NRF funding, up by 15% from 2010. This included increases in both the block grant and freestanding categories given to UJ by the NRF.

At the end of 2010 the University was supporting 38 postdoctoral fellows and by October 2011 this number had already increased to 65.

The Next Generation Scholars Programme, aimed at retaining bright young students and to develop them into a new generation of academics, is also progressing well, with funding received from organisations such as PetroSA, the Ford Foundation, Murray and Roberts, Old Mutual and Nedbank. It is anticipated that a total of 47 doctoral and 40 master's graduates will emerge from this programme by 2013.

The Special Honours Bursary process, implemented this year, holds exceptional promise: over 360 students received these bursaries in 2011. In addition, the PGC's Funding Support Section administered the process for the selection of five students for the prestigious Mandela Rhodes Foundation (MRF) Scholarships: two of these students were shortlisted and have since been awarded the MRF.

These major successes, premised on improving access to funding information, facilitating application processes and carefully managing and increasing the funds available, have enabled escalating numbers of postgraduate students to receive funding towards their studies.

Training and Development

2011 has also been a very exciting year for the Training and Development Section of the PGC, which has organised and facilitated many training and support workshops, seminars and symposia to complement faculty activities. Staff and students have been attending in growing numbers, and this has helped to foster both greater interdisciplinarity and more cooperation across the University.

Over the course of the year, some 20 workshops were conducted in partnership with Statistical Consultation Services (Statkon) on a wide range of research methodologies, including advanced quantitative training. In addition, four supervision forums have focused on topics such as mentorship, editing and peer review and academic writing, and have provided opportunities for supervisors across the institution to meet in an interdisciplinary setting.

In order to improve the University's postgraduate throughput targets in the required time, a postgraduate academic writing strategy is being institutionalised. Specific activities included a successful academic writing symposium in February 2011, the establishment of a task group between Academic Development and Support (ADS), the PGC and the writing centres, the placement of staff with discipline-specific skills in the writing centres, and preparations for a short course on developing research proposals.

Another set of activities has focused on improving capacity for writing in academic journals. Three forums were held with editors of journals and were well attended across all disciplines.

A first report on the current status of UJ policy on plagiarism, supported by a broader review of trends in plagiarism internationally, was also completed.

Santrust has been commissioned to run a PhD research proposal training programme from 2011 to 2013 with the aim of improving the throughput of PhD studies among members of staff.

In July, the Nelson Mandela Scholar from Egypt was hosted at a seminar by the PGC, together with the Library and the Soweto Campus, and this provided an exciting opportunity to profile postgraduate activities in the University.

A highly successful postgraduate symposium was held in October. The symposium is an opportunity for postgraduate students across all disciplines to showcase their work and, while convened by the PGC, the students manage all aspects, including determining the programme, choosing abstracts and chairing sessions. Over 80 students attended, delivering 30 papers and making 20 poster presentations.

Information Services

Through its information services activities, the PGC seeks to raise awareness of postgraduate opportunities amongst existing students as well as faculties across the University, to encourage new graduates to continue with their studies and also to attract potential new students internationally.

Accordingly, the PGC prepared an extensive report, which examined enrolment, participation and throughput trends at UJ in a five-year timeframe, including a comparative look at other institutions. At the same time shorter reports have focused on issues such as benchmarking the University's fees profile against other institutions, in part to facilitate the roll-out of honours bursaries for 2012. Findings from reports such as these suggest the need for more cohort studies so as to track the performance of individual students longitudinally.

The PGC is also supporting the International Office in its efforts to increase international student enrolment and recruitment. Four international recruitment approaches have been undertaken in conjunction with the International Office, with Middle Eastern Ambassadors, SADC Ambassadors, SADC Education Desks and the Ethiopian government, through a UNISA-led initiative. A visit to Malawi was particularly promising, with about 400 students attending the four sessions and a number of them applying immediately.

The PGC also compiled a comprehensive database of postgraduate students, comprising about 6 000 students as of March 2011; this is immensely helpful for the purposes of communicating with students, given that on a daily basis PGC staff receive numerous queries on all issues relating to postgraduate studies at UJ.

The PGC has also taken advantage of various media opportunities to showcase its activities and those of the University more generally. These have included four feature newspaper articles in 'The Mail & Guardian' and 'The Star' newspapers, eight radio interviews on SAfm and Jozi FM, and three SABC TV broadcasts.

The Minister and the Director-General of DHET have involved UJ in funded partnerships aimed at addressing the need for better and more systematic longitudinal research in aspects of higher education. This research includes a study on access and success in higher education, which examines retention and throughput, and a study on living and learning, which looks at establishing a closer relationship between student accommodation and learning outcomes. Another research initiative for which UJ has been invited to provide support is being convened by the Human Sciences Research Council (HSRC) for DHET, and focuses on higher education research, skills development and labour market issues. All these opportunities will involve UJ faculties and staff and will also lead to third-stream income.

Statkon

Statkon continued to make a significant contribution to UJ's research goals through providing a service to improve research design and statistical analysis of findings. The main beneficiaries of Statkon services were staff and postgraduates on the APK Campus and from the Faculties of Health Sciences, Management, Humanities and Education.

Services provided to UJ postgraduate students, researchers and management, as well as those outside UJ, during 2011 included:

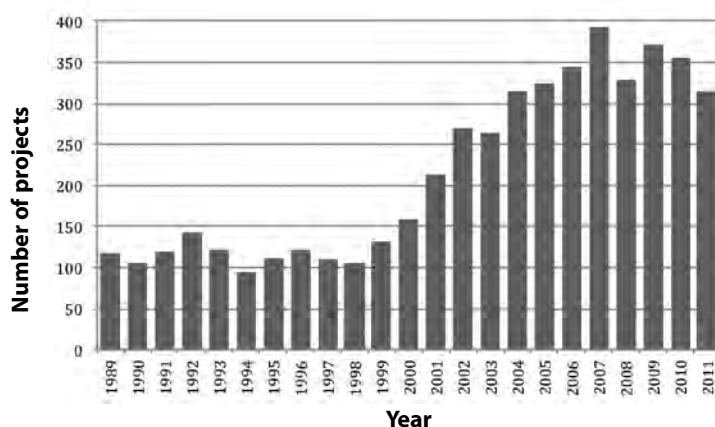
- Assistance with regards to survey or experimental design and questionnaire design;
- Data capturing (outsourced to CMC Data Capturers);
- Statistical analysis of data sets utilising appropriate data analysis techniques;
- Feedback and explanation of the statistical results and the interpretation thereof;
- Acquisition and roll-out of statistical software.

All other services (except the administration of on-line surveys) were provided free of charge to UJ students, researchers and management.

Statkon was responsible for the procurement of a campus-wide site license for SPSS 18 for Windows from IBM SPSS, as well as the distribution of the software to users (staff and students) within UJ. SPSS 18 was made available to individual users through discs available from UJ libraries, as well as to users in the UJ computer laboratories.

Statkon staff provided research design, data capture, analysis and feedback services for 314 projects during 2011 (Figure 1). The number of projects declined from 2010 because the Head of Department was on leave (for study purposes) for four months during 2011. The highest proportion of projects processed was of master's students. Assistance with design, analysis and feedback was provided for the majority of these projects. In a small minority of cases researchers – usually staff – made use of the data capture service only.

Figure 1: Number of projects per year for the period 1989 to 2011 (Source: Statkon database)



TRANSFORMATION AND ENABLING RESEARCH ENVIRONMENT

The research-related Vice-Chancellor's Distinguished Award for Outstanding Researcher of the Year was awarded to Professor Bhekie Mamba (Faculty of Science) and the Vice-Chancellor's Distinguished Award for the Most Promising Young Researcher of the Year was awarded to Dr Ernst Joubert (Faculty of Science).

SUSTAINABILITY

UJ continues to build on its on-going commitment to a research-focused institution and supporting long-term research sustainability through strong research performance and by maintaining a good research environment. This commitment has been reinforced through continuous improvement in policy, refinement of research focus areas, increased research investment and building research partnerships. UJ's key focus areas of sustainability that relate directly to research include financial resources management, environmental stewardship, partnerships, stakeholder engagement, health and safety in the laboratories and human capacity development.

Sustainable funding and investment

Investment related to the research budget, the research centres, postgraduate funding and the Next Generation Scholars Programme are reflected. The performance related to research partnerships is also reflected in this division.

Research budget

The University relies on its internal funds and external funds to continue supporting research. Internal funds account for 42% of total research expenditure while NRF and other external income account for 48% research expenditure. In the previous year the figures were 53% and 47%, respectively. Steps continue to be taken to grow the external income component in order to reduce the dependency on the University. Going forward, all the research centres will be heavily measured against generating external income.

In 2011, the University's internal research budget was R57.06 million. External income from the NRF grew by 43% from R34.36 million to R49.07 million, as a result of the new administrative systems put in place to claim NRF research funding grants. External income from other sources achieved its highest figure of R30.94 million over the past four years, which more than doubled from R12.44 million recorded in 2010. Overall, total research expenditure grew by 38% from R99.05 million to R137.07 million.

Table 17: Total research expenditure for the years 2007 to 2011

Fund/grant	2007 (R)	2008 (R)	2009 (R)	2010 (R)	2011 (R)
Internal funds*	24 770 000	29 985 316	32 100 000	52 251 800	57 065 000
NRF**	21 895 404	17 607 498	19 937 053	34 357 859	49 066 606
Other external	15 862 504	22 902 811	16 669 615	12 440 795	30 943 626
NRF grant deposit	–	5 692 000			–
Total	62 527 908	76 187 625	68 706 668	99 050 454	137 075 232

Environmental stewardship

UJ seeks to responsibly manage its impact on natural resources. Access to clean water and renewable sources of energy are key challenges for sustainable development. Research undertaken in these areas covers renewable energy for poor communities and solar energy, water purification using nanomaterials, pathological waterborne diseases and ecotoxicological studies of inland waters, particularly the study of algae growth in the Hartbeespoort Dam and the impact of mining activities in the Oliphants River and the west rand. Through its Faculty of Engineering and the Built Environment, UJ also supports research into addressing social development matters relating to affordable and quality housing, as well as environmental sustainability measures such as green buildings and reducing energy and water consumption. The Faculty of Management is engaged in research in logistics and appropriate public transport.

Ethical integrity and social responsibility are core principles of the manner in which the University conducts its research. Through the faculty Research Ethics Committees, the University ensures that all research conducted at the University is done with ethical integrity and respect for human dignity. Health and safety are closely monitored in the laboratories in the Science, Engineering, and Health Sciences faculties according to the required health regulations.

Research partnerships

Research partnerships are critical in strengthening the research profile and in mobilising external research funds. The University builds enduring relationships and collaborations with the public, private sector and government, which are characterised by mutual respect, active participation and long-term commitment. Our partnerships support our research strategy by providing sustainable bursaries and research funds. Government-supported bursaries and NRF claims for research subsidy have significantly increased over the years. The Next Generation Scholars Programme is supported by PetroSA, Murray and Roberts, Old Mutual, Nedbank and Ford Foundation for a total of R14.5 million over a three-year period, which ends in 2012. The University continues to nurture its existing national and international partnerships with Sasol, CSIR, the Water Research Commission, the Cancer Association of South Africa, Eskom, Johannesburg Water and Mintek and with institutions in Africa, Europe, North America, Brazil, India and China.

During 2011, five new memoranda of understanding and agreements were signed with international partners in Europe, Asia and Africa.

HUMAN RESOURCES AND SKILLS DEVELOPMENT

The University recognises that the majority of the researchers are above 50 years of age and thus this poses a risk in maintaining research capacity. It is therefore vital to have strategies in place to increase and retain the number of rated researchers. The majority of the current top NRF-rated researchers at UJ have either reached retirement age or are due to retire within the next five years. In order to address the potential reduction in rated researchers as well as preventing a consequent decrease in the research publication outputs, the University has a structured programme to build and increase the number of rated researchers. The programme specifically focuses on research development and not on obtaining higher degrees and qualifications. In addition, UJ actively participates in the NRF/Thuthuka programme that is intended to support emerging researchers. For years now, UJ has been the leading institution in supporting the highest number of Thuthuka grant holders. Currently there are 35 Thuthuka grant holders compared to 10 in 2010.

Furthermore, a shortage of postgraduate students nationally, particularly in technical and engineering disciplines, remains a huge challenge for the University to recruit, develop and retain researchers in a competitive environment for scarce skills. There is a need to ensure an appropriate pipeline of researchers to meet future research skills requirements. The University continues to offer special bursaries and scholarships to assist with sourcing and developing bright young minds. Our Next Generation Scholars Programme is one good example, intended to create a future pool of appropriately qualified academic members of staff that would contribute to research.

The University has continued to develop and encourage new researchers, and at the same time set appropriate targets. Over the years, the University has made significant progress in encouraging academic members of staff to publish and has implemented various incentives to stimulate research productivity, such as the Vice-Chancellor's Research Awards, and increasing the research publication subsidy amount accruing to a researcher. All faculties have put measures and incentives in place to stimulate academic members of staff to publish in accredited journals. Currently, the University runs two human-capacity-building projects, the Staff Qualifications Project for master's qualifications and the Staff Qualifications Project for doctoral qualifications. These initiatives will contribute towards a larger future pool of researchers. Over the years, the Research Office has made targeted recruitment of research professors, coupled with effective key performance indicators encompassing research outputs, number of postgraduate students, external research income, and human-capacity development.

STAKEHOLDER ENGAGEMENT

The objective of the University's stakeholder engagement processes is to build long-term, stable and mutually beneficial relationships to sustain research. Government, public and private enterprises all play a vital role in the sustainability of research at the University.

The University has various initiatives in place that support direct or indirect stakeholder engagement. Government officials at all levels are engaged in order to evaluate their perceptions and enhance UJ's brand and grow research subsidy and student bursaries. Research Office staff interact continuously with government officials on research output and funding matters, and a number of UJ researchers serve as members of the NRF evaluation and rating committees, as well as panel members on other NRF committees. NRF funding and DST-supported research initiatives have grown significantly in the past few years.

Community-related research is visible in the research centres and in certain faculty projects, such as the Law Clinic in Soweto and the Funda Ujabule Project. A number of research projects are undertaken, including those involving enterprise development, such as socio-economic development studies in the CSR, CCLA and the CSDA; and studies by SeTAR, the Centre for Education Rights and Transformation, the Centre for Visual Identities in Art and Design and the Phumani Archive Paper Mill Project. The purpose of SeTAR is to access state-of-the-art Science and Technology for use in the design and dissemination of radically more efficient basic energy technologies that are affordable and appropriate to meet the needs of the low-income groups. The Archive Mill

conducts research on the production of archival handmade paper from local fibres and has been instrumental in setting up a variety of handmade paper enterprises. UJ plays an important role in the Gauteng City Region Observatory (GCRO) with the Deputy Vice-Chancellor: Research, Innovation and Advancement as the current Chairperson of the Board. The GCRO has provided research funds to the Centre for Sociological Research and a good relationship exists with the SeTAR initiative.

CONCLUSION AND WAY FORWARD

All research targets for the reporting year have been exceeded. We acknowledge the need for the increase of throughput rates and graduate output rates at both master's and doctoral levels. In the coming years, the aim is to consolidate the accredited research outputs at the level of 600 units and gradually move to 700 units by 2020, with greater emphasis on the quality and impact of the research. There is also a need to review the institutional role of the Postgraduate Centre and redirect its role from an administrative focus towards a more strategic role in postgraduate training. Greater attention will also be to drive innovation and technology transfer through the Office of Technology Transfer and the University's new Technology Thrust agenda.

Christopher Masuku (Dr)

Executive Director: Research and Innovation

Adam Habib (Prof.)

Deputy Vice-Chancellor: Research, Innovation and Advancement

Irhon Rensburg (Prof.)

Vice-Chancellor and Principal



UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

SENATE REPORT TO COUNCIL: COMMUNITY ENGAGEMENT PERFORMANCE

OVERVIEW

UJ's first strategic thrust makes provision for sustained excellence in teaching, learning and research and promotes mutually beneficial engagement with communities that leads to social, economic and educational development.

The vision of the University's Office for Community Engagement (OCE) is to infuse community engagement into teaching, learning and research within the University and to establish and foster strategic partnerships with its communities.

In order to achieve this vision the OCE focuses on three strategic thrusts, namely:

- That at least 10% of all academic programmes incorporate service learning (SL) efficiently and cost-effectively into their curricular by 2020 from the current base of 4%;
- That the developmental needs of UJ's communities be met by providing them with access to the University's intellectual capital; and that the University should increasingly recognise and implement community engagement (CE) as its third core academic function.

GOVERNANCE

The responsibility for the three CE strategic thrusts is shared jointly by the faculties and the OCE. For the first thrust, the faculties manage the growth of SL and faculty-appointed CE coordinators report on all CE activities in their faculties. The OCE facilitates information sharing and training on SL, including two SL workshops per year. In line with CE policy guidelines, SL is overseen and managed by the Senate Teaching and Learning Committee.

In the second CE strategic thrust, the University addresses the developmental needs of its communities through access to its intellectual capital. This is achieved through the faculties planning and implementing their own CE projects, community-based research, and organised outreach. The OCE assists the faculties in the monitoring and evaluation of CE projects. Initial project registry and placement, quarterly recording and collation of reports and an annual audit is part of the OCE mandate.

In addition to the faculties, many community engagement projects exist in the support divisions and these projects are reflected in the report related to the support divisions.

The OCE is also responsible for the management of the Community Engagement Board and its subcommittees, along with annual events and awareness initiatives such as Mandela Day, the CE Showcase, the CE Road Show, the Women's Day Leadership Convention and the Community Engagement Recognition Awards (CERA). All CE activities are geared towards the promotion and growth of CE – the third core academic function of the institution.

PERFORMANCE

Institutional projects

Four key indicators guided the OCE's activity in 2011. Firstly, to market CE policy across the institution through strategic engagement with all university stakeholders; secondly to monitor all CE projects across the institution;

thirdly to manage CE Board meetings; and finally to manage the initial development of the UJ Student Volunteer Programme. Community Engagement at the institution received a scorecard rating of 8, which indicates adequate performance against set performance indicators.

Service learning

Two service learning workshops were conducted across all faculties in 2011 with leading CE experts in higher education.

Community Engagement Strategic Plan

The CE strategy was amended, finalised and presented to the Deputy Vice-Chancellor: Research, Advancement and Innovation, Prof. Habib, in October 2011 for approval by the Management Executive Committee.

CE Student Volunteer Programme

The initial programme was developed in 2009 with 300 students. In 2011 the number of student volunteers increased to 3 000. The focus for 2011 was to identify potential partners for the next phase of the programme in 2012. Partnerships with the three major hospitals in Gauteng – Helen Joseph, Chris Hani Baragwanath and Charlotte Maxeke – will be finalised in March 2012.

Institutional CE events

Mandela Day – July 2011

The UJ Mandela Day 2011 was a consolidated project across all nine faculties. Two hundred staff and students from the Kingsway Campus volunteered at Helen Joseph Hospital, another 250 individuals from the Soweto Campus went to Chris Hani Baragwanath Hospital and 150 staff and students from the Doornfontein Campus went to Charlotte Maxeke Hospital. Among the volunteer activities were clean-up campaigns, cooking for patients, washing of dishes, cleaning floors and painting of hospital passage walls, the hospital crèche and some wards. Food parcels were handed out to out-patients along with a human rights booklet. Financial aid information sessions were also held.

Women's Convention – August 2011

This annual event saw participation from over 200 women representing all nine faculties, participating divisions, students and staff, as well as women from our community projects. The keynote address was given by the Queen Mother of Bafokeng, with the MEC representative, Dr Ngonwe, and Council representative, Mrs Joyce Siwani, in attendance. Women with outstanding achievements in their CE projects were also recognised through the Women for Excellence Award.

Annual Roadshow and Showcase – September 2011

The CE 2011 projects from faculties and UJ's community partners were showcased and students and staff were engaged in policy discussions.

CE Recognition Awards – November 2011

Staff and students who do extraordinary work in their CE projects were identified from each faculty and participating divisions received acknowledgment awards. Student volunteers with 50 hours of service received silver certificates and those with 100 hours of service received gold certificates.

FACULTY/DIVISIONAL PROJECTS

Faculty of Economic and Financial Sciences

The following projects were undertaken by the departments in the Faculty in 2011:

- Charity projects coordinated and executed by students in the Department of Accountancy: the aim of these activities is to promote responsible citizenship among students. Projects include collection and distribution of food, clothing, textbooks and stationery.
- Soweto Campus Saturday School for Commerce and Science students (Grades 10, 11 and 12), a partnership

sponsored by De Beers Consolidated Mines Ltd and involving the Departments of Economics and Econometrics and Accountancy: in the 2011 commerce class a total of seven learners shared 11 distinctions in Accounting, Mathematics and Economics.

- The SAICA@UJ Project, a Grade 12 Accounting support programme undertaken by the Department of Accountancy in partnership with the Science Centre (of the Faculty of Science) and the South African Institute of Chartered Accountants (SAICA): the project provided extra tuition to 102 students from 16 schools in Soweto, in English, Mathematics and Accounting on the Soweto Campus.
- The Equity Development Programme (EDP) of the Department of Accountancy for African and Coloured students studying towards the CA(SA) qualification at undergraduate and postgraduate level: the students on the programme are funded by the Thuthuka Bursary Fund, the National Student Financial Aid Scheme (NSFAS), the South African Government and the accounting profession.
- The Department of Finance and Investment Management (DFIM) committed itself to a community initiative for 2011, working together with Habitat for Humanity South Africa (HFHSA) on a project called The National Youth Build. The Department's target was to raise R91 000 to build one house for a family in Orange Farm. Approximately 50 individuals comprising postgraduate students and staff members participated in the building of the house between 20 and 24 June 2011.
- The DFIM continues to support Grupo Desportivo De Manica (GDM), a football club in Manica, Mozambique, which seeks to create an integrated community club that uses sport for social good. The club was awarded an open piece of land adjacent to the town of Manica by the local municipality in order to develop football pitches and other social infrastructure. In 2010/2011 the DFIM assisted with levelling the first new football pitch.
- The Department of Commercial Accounting contributes to various community projects such as collections of food, clothing and educational items for the Tandanani SAVF Crèche in Newlands; the UJ Mandela Day; and the UJ 'I am caring' Campaign.
- The Department of Economics and Econometrics, in collaboration with the South African Foundation for Economic and Financial Education (SAFEFE) and the US-based Council for Economic Education (CEE), is involved in training teachers of Economics, by providing special skills needed for the teaching of the subject. The Department has been involved in the training of secondary school teachers in Economics and Active Learning Strategies. Since teachers touch the lives of many people, this enables the Department to directly and indirectly reach a large number of people.
- The Old Mutual Investment Group of South Africa (OMIGSA) Infundo Trust was launched in 2011 at the University of Johannesburg. The primary objective of the Trust is to address the country's shortage of black investment professionals and grow the pool of suitably qualified individuals in the asset management industry. The Trust covers students' tuition costs, books, accommodation and travel costs and a general allowance.

Faculty of Education

The Faculty's main community engagement initiative, linked to partner schools and a community organisation, provided service learning opportunities to students. The purpose of the service learning, infused into undergraduate academic programmes, is to foster a sense of social and civic responsibility, while at the same time preparing students to become caring, accountable and critically-reflective practitioners. The members of this dynamic partnership system are Coronationville Secondary School, the Lee Matthews Trauma Centre, Elandspark Primary School, Westbury Secondary School, Unified Combined, Coronation High, Piet van Vuuren, Vorentoe, Metropolitan RAUCALL, Johannesburg Secondary, Sparrow Foundation, Sparrow Combined, Hope School, the Kingsway Centre for Concern and New Nation. The faculty initiated discussions with schools in Soweto and Orange Farm to also include schools from these areas as partners. These partnerships will be formalised in 2012.

Two other successful community engagement projects that were active in 2011 were the Principal Network and the "A-team" Project. The Principal Network serves as a resource for principals and schools leaders. In 2011

it hosted several workshops aimed at developing the leadership capacity of school leaders. The A-team Project is a longitudinal and systemic professional development and research programme, involving science and technology teachers and school management teams in both high schools and primary schools.

The Faculty is the guardian of Metropolitan RAUCALL School: This school once again obtained excellent matric results. The class of 2011 obtained a 99% pass rate (one failure) and 80% bachelor's (university) exemption. They obtained a record number of distinctions, 143, plus five distinctions for Maths Paper 3. Four learners obtained seven distinctions and two learners obtained six distinctions.

The Funda UJabule School on the Soweto Campus is not only a research and training school, but it also serves the surrounding community in terms of childhood education. Since 2010 the school and UJ staff have been writing a bi-weekly column 'Learn with Funda UJabule', in the community newspapers of Soweto. In these columns issues related to childhood education and care are discussed. Special attention is given to how parents and other caregivers can assist young children in making progress in school.

In 2011 the Faculty also reached out to the Foundation Phase teacher education community in South Africa in the form of a Literacy Education Winter School, led by the eminent Harvard Graduate School of Education scholar, Prof. Catherine Snow. The initiative involved 20 South African universities.

'Teachers Upfront' was the Faculty's most prominent public engagement activity in 2011. It consisted of a series of conversations on the role of teachers in South Africa, co-hosted by the UJ Faculty of Education, Wits School of Education, the Bridge Foundation and the 'Mail and Guardian' newspaper. The 'Mail and Guardian' published articles on all the conversations. The following topics were addressed: profiling contributions of teachers; teacher professionalism; school communities; teachers' rights and responsibilities; and teacher development.

The Faculty also continued with its drive to establish and entrench its presence and profile. The Faculty newsletter 'Edubrief' was published twice. Faculty staff regularly commented in the media – newspapers, radio and television – on education issues, and faculty achievements were reported widely in newspapers and other forums. The Faculty also strengthened its relationship with alumni – two alumni affinity groups were launched – in Educational Psychology and in Education Leadership and Management.

Faculty of Engineering and the Built Environment (FEBE)

In 2011 FEBE's student/industry engagement platform began with an industry field trip to Denel by top-performing students. Other key activities included the Women in Engineering and the Built Environment Summit, TechnoLab School Programmes, high school tutoring by the Society of Women in Engineering and Technology and a reality TV series for the Mindset Learn Channel. FEBE also hosted Cedric Gina – President of the National Union of Metalworkers South Africa – for a discussion forum on transformation in the South African automotive industry.

Faculty of Humanities

Community engagement is an integral part of most departments within Humanities, with staff involved in 32 community engagement projects. These projects fall within the three pillars of community engagement at UJ, namely service learning, community-based research and organised outreach. Projects included youth development programmes; pro bono family therapy; social work first-year internship programmes; and involvement with organisations such as Worldvision. There are two flagship CE projects in the Faculty:

- The Sophiatown Project involves both social research and a grassroots initiative aimed at fostering reconciliation between residents of different races in Sophiatown and, by extension, the country. The project was launched in February 2009, the date chosen to coincide with the commemoration of 54 years since the start of forced removals in Sophiatown. The project is managed by Professor Natasha Erlank. The Sophiatown Project has the potential to transform the relationship between research and community engagement: the project involves the co-creation of knowledge and research agendas, provides agency and identity for complex communities, and is an experiment in new ways of creating knowledge.

- The Faculty has recently taken on the administration of Phumani Papers, a Johannesburg-based NGO that focuses on the empowerment of women through entrepreneurship in rural areas. Phumani manufactures a variety of paper products, often on the cutting edge of handmade paper technologies, and is the only producer of archival paper in SA.

Faculty of Law

The establishment of the Law Clinic 30 years ago was based on the concept of using the law as a tool to have an impact on the lives of South Africans affected by oppressive legislation.

From a humble beginning of 18 students (including the current Dean of the Faculty) in 1981, the Faculty committed 245 of its final-year LLB students for service to the community in 2011. Students received practical training at three law clinics on the Doornfontein, Kingsway and Soweto Campuses, the latter campus housing the only custom-built law clinic in the country.

During 2011, students and staff held over 1 700 consultations at these clinics. International recognition of the clinics was evidenced by a delegation from Liberia, including the Dean of the Arthur Grimes School of Law at the University of Monrovia in September 2011. The purpose of their visit was to observe the way in which UJ's clinics function in preparation for the opening of the first university law clinic in Liberia.

In addition, members of staff engage continuously with the Faculty of Law's stakeholders and the community. This includes presenting talks to attorneys, auditors, public and private enterprises, and cultural and religious organisations. Members of the Faculty of Law also contribute to public debate in various types of media and are called upon to provide leadership and technical assistance in both the local and the international arenas. They do so in various capacities, including as members of workings groups, steering committees, editorial boards and discipline-related societies.

Faculty of Health Sciences

Sustainable community engagement activities remain an integral part of the Faculty of Health Sciences' pursuits. Services in 2011 included free and subsidised screening for indigent and community members at different clinics. Research and developmental work with the City of Johannesburg and the Medical Research Council was done under the auspices of the World Health Organisation Collaborating Centre for Urban Health (WHOCU). The Faculty of Health Sciences and the Department of Environmental Health remain key partners of the WHOCU, with UJ staff members serving on the Executive Committee.

A community initiative in Riverlea, together with the City of Johannesburg and the Medical Research Council, continues to grow from strength to strength, with a range of integrated services, including healthcare, health promotion activities, early childhood intervention programmes and activities to develop capacity in sport within schools.

A total of 18 685 patients (19 748 during 2010) were seen by students in all clinics (including satellite clinics) as part of their clinical work-integrated learning in 2011. This excludes a further 2 937 patients who were screened during the year. Students and clinicians also played a leading role in providing services at activities such as the 702 Walk the Talk, the 94.7 Cycle Challenge, and various marathons.

Faculty of Science

The Faculty of Science is involved in a total of 31 community projects. Staff are encouraged to actively pursue community-engaged opportunities that will benefit the community and that will promote scholarship, their discipline, the Faculty and the University, and that will enrich their academic experience and profiles.

The Science Centre on the Soweto Campus provides supporting and enriching programmes to learners and educators in Mathematics, Physical Science, Life Science, and Geography. Top-achiever learners at the Science Centre were provided with enrichment opportunities such as a visit to the Boyden Centre in Bloemfontein Observatory. A mobile science laboratory was acquired in 2011 through a sponsorship by the Department of

Science and Technology. With this unit the Science Centre is able to provide the necessary hands-on learning experience to learners in schools which do not have laboratory facilities.

The Sustainable Energy Technology and Research Centre (SeTAR), under the Directorship of Professor H.J. Annegarn (Department of Geography, Environmental Management and Energy Studies), was actively involved in communities in 2011 by demonstrating fuel-efficient and safe stoves, fire safety, the use of solar energy, as well as energy efficiency in schools.

Two other projects of the Faculty of Science are the Adullam Project (Caring Hearts Project) and the Parks Alive Project, both initiated by Dr Erna Bruwer (Department of Zoology). The Adullam Mission near Secunda provides a home environment, shelter and schooling for children of the area, which includes agricultural communities. In the Parks Alive Project learners from around Westdene are taught ecological and biological concepts through the application of practical findings.

Sport

It is imperative for all UJ Sport units to be engaged in communities. Seven sport clubs (Athletics, Basketball, Cricket, Football, Golf, Hockey [2] and Squash) were involved in projects that focused on coaching, talent identification and coach development in a variety of schools and communities such as Westbury, Diepsloot and Soweto (Grace Bible Church). Some of the projects were offered at UJ facilities such as the A.W. Muller Stadium, UJ West sport facilities, as well as the UJ Stadium. Twelve staff members and 46 students were directly involved in programmes where 7 405 individuals benefited.

UJ Sport is also committed to a community programme in Manica, Mozambique, Grupo Desportivo de Manica. The most significant new development for GDM was the inclusion of this programme as one of the 20 Football for Hope Centre hosts. The process implies not only infrastructure development but also intense organisational learning. This programme is also supported by the Laureus Foundation. The total number of participants in the various activities (including life skills, football and computer literacy) was 6 980 during 2011.

Lastly the Department of Sport and Movement Studies and UJ Sport became involved with the Faculty of Health Sciences in the Riverlea community during 2010. Unfortunately the progress was hampered during 2011 as a result of a change in political leadership after the local elections. It is envisaged that future engagement in this project will support both education and training as well as the research objectives of the UJ stakeholders as well as sport delivery to the community.

CONCLUSION

The University experienced a significant growth of CE projects during 2011. In 2012, the focus will be on effectively tracking the growth of service learning modules in the faculties.

Incorporating service learning efficiently and effectively into the curricula of at least 10% of all academic programmes by 2020, from the current base of 4%, is the first strategic thrust for CE. The growth of service learning modules will be tracked every quarter through information provided by faculty CE coordinators. Steps towards improving the number and quality of service learning modules will be facilitated through the provision of short service learning programmes for faculty staff. Two service learning workshops will be conducted annually across all faculties with leading CE experts in higher education. Senate Committees will monitor the quality management of service learning.

In 2012 there will be a drive to encourage all UJ stakeholders to increasingly recognise and implement CE as the institution's third core function. The process of finalising amendments to the CE Policy was completed in 2009 and the dissemination of the CE Policy, CE Charter, CE Annual Report and other information packages from 2010 have provided opportunities for greater conceptual understanding of the third core function of the institution.

In addition, new systems and processes for CE have been developed. In 2012 the focus will be on the active implementation of service learning in the faculties, and the growth of community-based research and organised

outreach in the CE projects. CE institutional projects such as Mandela Day and the Women's Leadership Project will be enhanced in scope and quality. A new institutional CE programme, the UJ Student Volunteer Programme, will be launched by the CE Unit in March 2012.

Quarterly meetings will be held with faculty CE coordinators to support the implementation and management of all systems and processes.

WAY FORWARD

Community Engagement has set a number of targets for 2012:

- A quality improvement progress report will be submitted in accordance with the commitments reflected in the institutional Quality Improvement Plan following the HEQC Audit.
- The monthly progress of all projects will be monitored and the ED and DVC will be sent quarterly reports on this.
- Two annual workshops on service learning will be held with the faculties, along with bi-monthly CE coordinators meetings.
- A committee for the placement of projects in the faculties will be established by February 2012 and a schedule of meetings provided.
- A plan will be presented to the MEC and Senate on the Student Volunteer Programme by the end of February 2012 and implemented if approved.
- An Assessment Committee will be established to manage the CE Scope and Impact Study 2012.
- The unit aims to hold two CE Board meetings in 2012, along with the following CE institutional initiatives and projects: Mandela Day, the Women Leadership Project, Art for Aids, the CE Awards, the CE Road show and the CE Showcase. Lastly, a marketing and communications strategy will be developed by March 2012 and presented to the ED and DVC.

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
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1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
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Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

SENATE REPORT TO COUNCIL: FACULTY PERFORMANCE

OVERVIEW

The review reports of the nine faculties are reflected in this section in alphabetical order. The community engagement projects are reflected in Section 9.

GOVERNANCE

The Faculty Board is the statutory governing structure of each faculty. The Charter for Faculty Boards, aligned with the UJ Statute, was approved by Senate in 2010. In addition to the institutional academic strategies, policies, procedures and regulations, the Faculty Rules and Regulations (approved by Senate) serve as the faculty-based governance for the academic core business. Each faculty has faculty board committees as approved by the faculty board and the relevant Senate Committee. Each faculty develops its strategic plan and focus in accordance with the institutional strategy and thrusts. Risk management is in accordance with the institutional model, policy, strategy and material risks reflected in the institutional risk register.

FACULTY OF ART, DESIGN AND ARCHITECTURE (FADA)

Introduction

The Faculty of Art, Design and Architecture continued to enhance its reputation in 2011 in alignment with the strategic goals of the University of Johannesburg. Key objectives outlined in 2010 were:

- Student enrolments;
- Staff qualifications and profile;
- Excellence in teaching and learning;
- Research and creative production;
- Programme development;
- Positioning and profile;
- Community initiatives;
- Operational efficiency.

The strategic objectives listed above were maintained in strategic planning for 2011. Integration and alignment with the University's strategic thrusts were reviewed and strengthened with primary emphasis placed on initiatives related to:

- Relevance and depth of academic offering, research and community engagement;
- Technology-driven university;
- Brand, identity, reputation and stature;
- Institutional capacity and fitness for purpose.

Imperatives for academic offerings and research included the following:

- The attraction and retention of top students; meeting the changing needs of industries in curriculum

content; enabling postgraduate studies; facilitating growth in strategic areas; investigating international precedents as directives for future development; ensuring HEQF compliance; and continuing to work towards a comprehensive programme qualification mix (PQF).

- Enhancing research and creative output; strengthening research enablers and catalysts in the Faculty; and extending the profile and capacity of the Visual Identities in Art and Design Research Centre (VIAD) nationally and internationally.

Imperatives for a technology-driven university included:

- Profiling and strengthening technology programme offerings and achievements;
- Encouraging student participation in national and international competitions with a technology focus;
- Developing the research cluster 'Design for Social Development' and the community of practice for Digital Design through support for appropriate projects, multi-disciplinary and collaborative partnerships and industry connections.

Imperatives for brand, identity and reputation included:

- On-going publicity initiatives to maintain public presence;
- Promoting the creative profile of the Faculty through strategic connections with high profile events like the Design Indaba, a dynamic FADA Gallery programme and leveraging the VIAD Research Centre's growing reputation and recognition.

The Faculty made steady progress in achieving the majority of its key objectives in these areas.

Student profile and performance

A total of 1 160 undergraduate and 37 postgraduate students were enrolled in the programme types offered by the Faculty. This is an increase in total headcount enrolments from 954 in 2008, 1 093 in 2009 and 1 112 in 2010. International student enrolments have remained static at 42, 43 and 42 respectively over the last three years. There has been a gradual increase in total black enrolments from 47% in 2009 to 48% and 51% in 2010 and 2011 respectively. Black first-time entering students showed a similar increase from 52% in 2009 to 53% and 56% in 2010 and 2011 respectively. First-time entering African students increased from 41% to 42% to 44% of total first-time enrolments over the three-year period, while white first-time entering enrolments dropped from 48% in 2009 and 2010 to 43% in 2011. Master's enrolments increased from 20 to 37 largely due to the introduction of the coursework master's in Architecture

The academic performance of students in the Faculty remains very good. The Faculty has consistently maintained a success rate of between 84% and 85% over the last four years. The undergraduate success rate for 2010 was 84.4% with an increase to 85% in 2011. The overall first-year success rate improved from 74.5% in 2009 to 74.3% in 2010 and 75.9% in 2011. Undergraduate module success rates in all departments were generally above 65%, with only two modules achieving a success rate below 65%. Module throughput rates were less positive with eight modules reflecting throughput rates of less than 50%, four modules reflecting a throughput rate of less than 60% and nine modules reflecting a success rate of less than 70%. In total 9% of undergraduate modules reflected a throughput of less than 70%. A total of 305 graduates obtained their qualifications compared to 293 in 2009 and 313 in 2010.

The Faculty continued to provide support to its students through on-going initiatives such as an extended system of tutors for first-year students and special assistance to at-risk students, the First-year Experience Programme (FYE), orientation, on-site writing tutors and the recognition of students' achievements. Where it was deemed necessary, students were referred to appropriate support services. Concerted efforts were made to encourage students to visit the Writing Centre once they had been referred. An in-faculty survey of first-year students conducted in the fourth quarter indicated that 31% of respondents had been referred to the Writing Centre with 21% actually visiting the Centre. This was an improvement on 2010, where 26% of first years were referred to the Writing Centre, with 11% actually visiting the Centre. On-going initiatives aimed at curriculum enrichment included Green Design Week, a number of multi-disciplinary and collaborative projects, and a series

of 'Friday Talks' and industry lectures that exposed students to wider societal, environmental and economic issues, presented by invited guest speakers.

Students from the Faculty gained recognition through their creative achievements during the year. The presence of students was felt nationally and internationally through the countless awards and prizes they continue to win in competitions. A few noteworthy competitions in which the students featured during 2011 include the India Future for Change Competition, the ARMSA Student Design Award, the CIT:Y Festival which forms part of the Johannesburg Arts Alive International Festival, the international eco-design competition Shaping the Future Generations, the Thuthuka Jewellery Design Awards, the Des Baker Architectural Award, the Carl and Emily Fuchs Foundation Prestige Prize in Architecture, the Loerie Awards, the Pendoring Awards and the SABS Design Achievers' Awards.

Students' interests were dealt with in the Students Forum and in departmental representatives meetings. Items dealt with at the quarterly Students Forum meetings included academic matters, faculty administration related to the student life cycle, faculty events, student life and student concerns. Overall, students expressed high levels of satisfaction, however ventilation in the building, access to the building after hours and printing facilities were indicated as areas of frustration. The Faculty's Top Achievers were included in the programme organised for students on the Dean's Merit List.

Academic programme and curriculum developments

Programme development continues to enjoy a high priority in the Faculty's strategic development with the introduction of a degree track scheduled for a rolling implementation across the next few years. The offering of a BA Design with specialisation in Graphic Design and a professional coursework master's in Architecture were implemented in 2011. The revised National Diploma in Clothing Management (renamed Diploma in Fashion Production) received external approval but this was not in time for implementation in 2012. External approval of the BA Industrial Design, approved by Senate and submitted for external approval in 2010, had not yet received approval and so implementation that was planned for 2012 was not accomplished. The revised diploma and first degree in Architecture as well as the BA Hons (Design) were approved by Senate in 2011 and submitted for external approval with implementation planned for 2013. A parallel diploma/degree offering in Multimedia (to be named Digital Design) was prepared for presentation to the Faculty Board and Senate in 2012. The programmes in Ceramics were in the final stage of phasing out with the last students due to graduate in 2011.

The third-year module in Contextual Studies was implemented in 2011, thus completing planning and implementation of this initiative. The introduction of an academic major, Art and Design, for students in the Faculty of Education, was introduced with the first-year modules implemented in 2011 and the second-year curriculum formulated ready for implementation in 2012. The theme of citizenship was entrenched and evaluated as an integrated component of identified modules in all undergraduate programmes. Other mechanisms to ensure the relevance of curricula content in module offerings in the Faculty were: teaching collaborations with industry; the revision of modules by departments to meet identified needs; greater utilisation of Edulink facilities; international precedents; the UJ technology mandate; and the completion of 49 teaching evaluations and 28 module evaluations conducted by the Centre for Professional Academic Staff Development (CPASD).

The Faculty's Teaching and Learning Forum continued to provide opportunities for members of staff to devote focused attention to the unique characteristics of teaching and learning in the creative disciplines. The Forum held four well-attended sessions during the year. The primary goal of the 2011 FADA Teaching and Learning Forum was to develop a group of lecturers who sought to generate research and scholarship directly from their own teaching practices and sessions. Topics were formulated accordingly. The Departments of Fashion and Industrial Design worked closely with CPASD to roll out the UJ Teaching and Learning Philosophy in their current and planned programmes with a number of other departments consulting the Centre on a regular basis.

Research and creative production

Preliminary indications are that members of the Faculty published a total of 40 subsidy units in 2011 compared to 28 in 2010. This output included 32 journal article units, 5.75 conference proceeding units and 2.30 book/chapter

subsidy units. During the course of the year, members of staff participated in seven solo or duo exhibitions and 52 group exhibitions, curated three exhibitions and completed 14 design projects, giving a total of 83 creative outputs for the year, compared to a total of 47 creative outputs in 2010. The VIAD Research Centre achieved all proposed outputs and performance indicators by the end of the year. The Research Centre has established a national footprint and has started to build an international profile with established connections to institutions in London, Helsinki and Berlin.

The Faculty successfully hosted an international colloquium and an international conference, which drew a number of prominent international and local scholars and creative practitioners to the campus. In February, young designers and students in Johannesburg were able to experience a live simulcast at the UJ Arts Centre of the country's leading international creative conference, the Design Indaba, which is held annually in Cape Town. The FADA Gallery continued to promote the profile of the Faculty through the hosting of ten student and professional exhibitions. In 2011, the annual Prestigious Alumni Exhibition featured the work of alumnus Willem Boshoff, renowned international conceptual artist. The Faculty co-hosted a Caribbean and Latin American Film Festival, screening films from 14 countries in that geographical region.

Significant new developments in the research cluster Design for Social Development (renamed Design for Social Change) included the establishment of a dedicated reading group and the growing interest in postgraduate studies in the area. One master's student registered in 2011 and three members of staff intend pursuing doctoral studies in the area, two of whom joined the Staff Qualifications Project (SQP) for doctoral studies and registered in 2011. The cluster consolidates diverse student and staff teaching and research activities in the Faculty that concern themselves with design, technology and development practices. Projects in the cluster place an emphasis on a user-centred approach to design and technology. The second research cluster in the Faculty's technology thrust, Creative Disciplines and Digital Technology, commenced a three-year collaborative project with the Digital Media Unit at Goldsmith College, University of London, and established firm links with the international Information Architecture Institute.

Community service and stakeholder engagement

Community service and good citizenship are integral to the Faculty's teaching programmes. Students in all departments in the Faculty were required to participate in at least one community project during the year. A total of 30 community projects were completed in 2011. These included eight community research projects (CR), eleven organised outreach (OO) projects, six service learning (SL) projects and five projects that were a combination of SL and CR.

The Faculty received eleven international researchers or academics from institutions in the United States, Britain, Finland, India, the Netherlands and Australia. Teaching collaborations were established with three international institutions. Faculty staff was well represented on professional forums with eleven members fulfilling leadership roles in professional bodies. Service to the academic community was accomplished by members of staff acting as assessors or moderators on 55 occasions.

The FADA and Central Johannesburg College (CJC) initiative continued from the initial discussions held in 2010. The CJC is an FET college with its arts and culture campus located in the vicinity of Crown Mines. The Faculty Task Team held four meetings with a high profile CJC delegation, including the principal and directors of the college, in order to explore possibilities for mutually beneficial inter-institutional cooperation. The two key topics identified for consideration were facilitating access to the Faculty's programmes and improving the possibilities for the N4 – 6 certificate articulation into tertiary education. Members of Faculty also conducted a number of seminars for Gauteng teachers, specifically life orientation teachers and visual arts educators.

Four portfolio workshops, one of which was a sponsored workshop specifically for participants from Soweto, were conducted in 2011. The portfolio workshops introduced prospective students to the requirements of a creative portfolio, a pre-requisite for admission. FADA Information Sessions and organised school visits, aimed to provide information and counselling to prospective students, continued to draw learners, teachers and parents to the Faculty during the year.

The Faculty continued with drives to establish and entrench its presence and profile among all its stakeholders by providing an on-going narrative of Faculty activities and successes. All events that were open to the public were publicised through various forms of media, including listings on the UJ and FADA web sites and on external web sites and social networks. The Faculty e-Newsletter received a favourable response from recipients. The Facebook page established at the end of 2010 gained 432 subscribed followers and peaked at 962 monthly active users. This resulted in 81 844 post views throughout the year. The Twitter account, established towards the end of 2011, had gained 238 followers by the end of October. A student version of 'Interact@fada', the internal news email, was added to the well-established staff version which has been forwarded to faculty staff every fortnight for the last few years.

Resource management

The Faculty had a total of 69 permanent and full-time contract members of staff in 2011. This comprised 49 academic staff, 14 support staff, three members in Academic Administration, a marketing coordinator, the Dean and her personal assistant. Forty-nine per cent of academic staff was senior lecturers, 47% lecturers and 4% associate professors. There was a slight improvement in the equity profile of academic staff in the Faculty, with 75% of staff in the non-designated group compared to 78% in the previous year. Sixty per cent of support staff members were designated and the Faculty Management Committee comprised 30% designated and 70% non-designated members. According to the McNamara benchmarking report, the Faculty exceeds the designated staff profile of peer institutions in the region.

The upgrading of staff qualifications progressed well. The level of academic qualifications of staff in the Faculty (excluding the Dean's Office) improved in 2011, with 76% of staff holding a master's or doctorate qualification compared to 68% in 2010 and 60% in 2009. All staff members not holding a master's qualification in 2011 were either registered or preparing to register for further studies. Training and development focus during the year was on capacity building in writing for publication, dimensions of postgraduate study, postgraduate supervision, discipline-specific software applications and teaching and learning.

The Faculty managed its financial expenditure well within budget. Planning for the refurbishment of the ceramics facility to a down-sized ceramics studio customised to service the needs of Industrial Design and Visual Art students and additional studios to accommodate the growth of Architecture students was finalised in 2011. Unfortunately the project had not yet commenced by the end of the year. The upgrading of ventilation and temperature control in the Faculty building received a welcome impetus with firm commitments from Central Technical Services that this project would commence in 2012.

Faculty staff and students were mindful of caring for the working environment. Close contact with campus operations and maintenance functions was ensured through monthly meetings and the reporting of matters that needed attention. Departments have recycling bins for different forms of waste and cost-saving initiatives in the use of paper and energy were highlighted on an on-going basis.

Governance and quality assurance

All departments have a variety of quality assurance mechanisms in place and these appear to be functioning well. The Academic Planning and Quality Committee (APQC) devoted a great deal of time to ensure that all new academic offerings met requisite standards. The APQC also successfully dealt with the review of re-admissions, F7 exclusions, recommendations for the granting of credits and status, and the plagiarism register before these matters served at Faculty Board. The procedure for the appointment of external moderators was reviewed and the standardised format for moderators' reports further refined. The Faculty Board and the various Research and Higher Degrees Committees received positive evaluations.

Student and academic data were well managed and an excellent record was maintained by Academic Administration in 2011 where key performance indicators in all functions were highly rated in the audits conducted regularly by Central Academic Administration.

The Risk Register was updated as required and risk areas were identified as preparedness and attitude of entry-level students, loss of prospective and preferred students, academic profile of staff and the physical working environment. Areas of particular concern for departments are the attraction and retention of suitable staff and poor ventilation, temperature control and noise levels in the building. Appropriate interventions were outlined for each of the risks where faculty actions were possible and could serve as mitigation.

Marian Sauthoff (Prof.)

Executive Dean: Faculty of Art, Design and Architecture

FACULTY OF ECONOMIC AND FINANCIAL SCIENCES (FEFS)

In both the 2010-2011 and 2011-2012 Global Competitiveness Reports of the World Economic Forum, South Africa featured in the top ten for various important indicators of competitiveness. These indicators of institutional and market strength reflect the degree of credibility attached to South Africa, particularly in the financial domain. In the 2011-2012 Global Competitiveness report, which studied 142 countries, South Africa was ranked number one for 'Strength of auditing and reporting standards' and 'Regulation of securities exchanges'; number two for 'Efficacy of corporate boards' and 'Soundness of banks'; and three for 'Protection of minority shareholders' interest'; and 'Availability of financial services'.

These results are indicative of the high standards that South Africa upholds in respect of institutions and systems that are critical for financial stability. Maintaining such high standards depends not only on a necessary statutory environment but also, and probably even more so, on people with the necessary knowledge, skills, insight and understanding. It is for this latter rationale, that institutions of higher learning play a fundamental role. The Faculty of Economic and Financial Sciences (FEFS) of the University of Johannesburg, with its explicit focus on the financial domain, offers a particular selection of degrees and diplomas aimed at expanding knowledge and skills in the fields of accountancy, finance and economics. The relevance of FEFS in terms of its distinct financial focus is affirmed by the above-mentioned performance of South Africa in the Global Competitiveness Report of the World Economic Forum.

FEFS, in partnership with various professional bodies such as SAICA, the Chartered Institute of Management Accountants (CIMA), and the Financial Planning Institute of South Africa (FPI), strive for the highest standards of education and training of accountants, auditors and various financial practitioners. The recognition of UJ as a national leader in the teaching and producing of candidate chartered accountants bears testimony to the key role played by FEFS in a critical area of skill. These are the kind of individuals that ultimately give life to the institutions and systems that are necessary for financial stability in South Africa.

Operating context and governance

The Faculty Board governs all aspects relating to policy, processes and procedures regarding academic matters in the Faculty. The Faculty Management Committee (FMC) (consisting of the Executive Dean as Chair, the Vice-Dean, the Faculty's four Heads of Department), the Head of Faculty Administration and the Programme Advisor) is responsible for both strategic and operational matters and, where relevant or necessary, makes recommendations to the Faculty Board.

Governance in respect of core academic functions occurs within a very lean but effective management structure. Despite the large size of the Faculty, the Executive Dean is supported by only one Vice-Dean, and moreover there are only four departments, each with a Head of Department (HoD) and two deputy HoDs, supported typically

by various programme coordinators and subject heads. Management functions are currently spread across three campuses (APK, APB and SWC). However the Faculty is currently engaged in a process of consolidating its diploma programmes on SWC and its degree programmes on APK.

The Faculty Quality Care Committee (consisting of an appointed Chair, the Executive Dean, Vice-Dean, the Programme Advisor, HoDs, and chairs of various subcommittees) facilitates and coordinates quality arrangements in respect of teaching, learning, assessment and other academic matters in the Faculty. Faculty policies dealing with important matters, such as assessment and moderation, are regularly reviewed and updated. There are five subcommittees, as follows:

- Committee for Teaching, Learning and Assessment;
- Higher Degrees Committee;
- Research Committee;
- Ethics Committee;
- Programme Working Group.

Prof. Nerine Stegmann was appointed as the Chair of the Quality Care Committee in 2010, and also had the responsibility of managing quality assurance processes in the Faculty. She will now be assisted by Prof. Marita Pietersen who was seconded to the Faculty Office at the beginning of 2012. She will be responsible for the management of programme review processes, among other key functions. During 2011 two quality plans were prepared for the Faculty. However, the plans are currently being revised to focus on whole programme reviews which are to be coordinated with the HEQF alignment process.

Strategic thrusts, focus and targets/indicators

FEFS fully aligns itself with UJ's strategic thrusts for the new decade, 2011 to 2020. In its quest to be a faculty of academic distinction, set apart from its counterparts nationally and internationally, FEFS strives to be innovative and forward looking in its selection and design of vocational and academic programmes to cater for the demand for knowledge and skills in the dynamic and fast-paced world of finance. In this regard the Faculty aims to achieve the following: a balanced mix of relevant and competitive programme offerings; effective and efficient enrolment management; well-rounded *graduandi* and *diplomandi*; performance-driven leadership; constructive engagement with its community and relevant stakeholders; efficient resource management; and active scholarship, inclusive of high-impact research. These aspects will be more clearly unpacked at a strategic workshop planned for 2012 to review the Faculty's vision, mission and strategic goals.

Risks and management of risks

Twelve key risks were identified by the Faculty in 2011:

- Loss of staff;
- Loss of accreditation by professional bodies;
- Ineffective academic leadership;
- Poor performance in professional examinations;
- Poor student experience;
- Failure to meet the objective of higher levels of scholarly activity and research;
- Inability to capitalise on the uniqueness of the Faculty identity;
- Non-compliance with admission requirements;
- Unsuccessful enrolment management;
- Incorrect student registration in respect of the number of modules;
- Leaking of exam papers; and
- Inaccurate academic records.

Various sources of these risks were identified, as well as their impact if realised. Strategies to mitigate most of these risks were also identified and implemented. An evaluation will be undertaken in 2012 to determine the effectiveness of these strategies, and the extent to which the risks are still prevalent.

Marketing

The Faculty Marketing Committee (FMaC) consists of the Faculty Marketing Coordinator and representatives (marketers) from the four departments of the Faculty. The FMaC facilitates the planning, coordination and implementation of the Faculty's marketing plan and its participation in the UJ centralised marketing initiatives. Apart from the central institutional initiatives, various instruments are used to promote the Faculty, such as a Faculty newsletter, public lectures, the Faculty website, and the print media. Departments also engage in their own marketing initiatives.

Subsidised academic programmes

Actual enrolment in 2011 exceeded the planned target by approximately 4.4%. This was largely in respect of undergraduate enrolment and was due to a few key factors, such as: the request to increase admissions following an inordinate number of late applications; uncertainty regarding the number of continuing students and a significant number of late registration by such students; continuing uncertainty around the registration yield; and the uncertainty in the accuracy of the enrolment model.

Table 18: A comparison between 2010 and 2011 enrolments in subsidised academic programmes

Programmes	Headcount enrolments			
	2011		2010	
	Planned	Actual	Actual	%Change
First-time entering undergraduate	2 999	2 838	2 675	6.1%
Undergraduate diplomas and certificates	3 700	3 948	3 541	11.5%
Undergraduate degrees	5 945	6 130	6 215	-1.4%
Total undergraduate	9 645	10 078	9 756	3.3%
Postgraduate to master's	1 000	983	894	10%
Master's	190	235	191	18.7%
Doctoral	15	24	21	14.3%
Total postgraduate	1 205	1 242	1 106	12.3%
Occasional	0	7	15	-53.3%
Total enrolment	10 850	11 327	10 877	4.1%

The table reveals the following key information:

- Total enrolment increased by 4.1% from 10 877 in 2010 to 11 327 in 2011;
- Undergraduate enrolment at 10 078 in 2011 represented an increase of 3.3% from 2010, while postgraduate enrolment increased by 12.3% to 1 242;
- Undergraduate degree enrolment decreased by 1.4% while diploma enrolment increased by 11.5%;
- First time entering undergraduate enrolment (degrees and diplomas) increased by 6.1% from 2 675 in 2010 to 2 838 in 2011.

The enrolment (and growth) figures in respect of the individual campuses for 2011 were as follows: 6 802 on APK (increase of 3.4% from 2010); 2 496 on APB (decrease of 7.6% from 2010); and 2 029 on SWC (increase of

27% from 2010). As in previous years, the total enrolment for 2011 represented approximately 22.4% of the total enrolment of the University, effectively making the FEFS the largest faculty in terms of student numbers.

With regards to student profile, the table below provides a comparison of the composition of enrolments in terms of female and black students between the years 2010 and 2011. Note, international students comprised 4.5% (2010, 4.1%) of total enrolments.

Table 19: Comparison of enrolments related to female and black students

Programmes	% Female		% Black	
	2010	2011	2010	2011
First-time entering undergraduate	56%	56%	84%	88%
Undergraduate diplomas and certificates	60%	59%	97%	97%
Undergraduate degrees	54%	54%	72%	75%
Total undergraduate	56%	56%	81%	84%
Postgraduate to master's	50%	55%	35%	28%
Master's	44%	41%	38%	36%
Doctoral	33%	33%	48%	54%
Total postgraduate	49%	52%	36%	30%
Occasional	67%	57%	27%	57%
Total enrolment	55%	55%	78%	81%

In 2011 the Faculty continued to strive for excellence in student performance. The departments in the Faculty generally remained cognisant of the appropriateness and effectiveness of their teaching and learning modules and regarded the use of tutorials as crucial in achieving planned learning outcomes. The success rate (in terms of degree credits) for undergraduate programmes stood at 81.5% and for postgraduate programmes it was 71.6%. These results compare favourably to 2010 when the corresponding figures were 78.8% and 63.1% for undergraduate and postgraduate programmes respectively.

Non-subsidised academic programmes

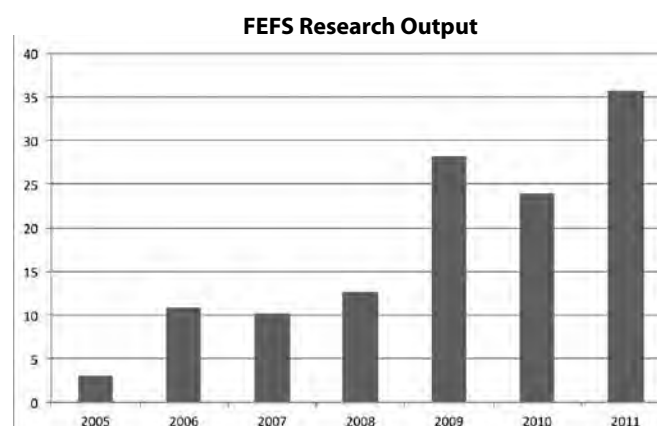
Departments collectively offer 28 non-subsidised academic programmes, of which 20 were active in 2011. If the winter schools are added to the 20 active programmes, then the total enrolment in non-subsidised programmes amounted to 883 in 2011 (801 in 2010). The 2011 student intake consisted of 12% white and 88% black candidates. The number of qualifying candidates in 2011 was 337 (38%) in comparison to the 312 (39%) in 2010. Total income generated from non-subsidised programmes amounted to R10.8 million in 2011.

Research

Several initiatives at departmental and faculty level continued to promote research and scholarly activity among academic staff members in 2011. These include public lectures, visiting professors, incentives, an accredited journal (to establish international ties), a biennial faculty conference (next in 2012), internal funding, incentives and various capacity development initiatives. Research centres are also beginning to contribute to a culture of research and scholarly activity in the Faculty. These centres include: the Centre for Competition Economics (CEE), the Centre for Local Economic Development (CENLED), and the South African Accounting History Centre (SAAHC).

Over and above numerous other publications, research initiatives and scholarly activities in 2011, preliminary subsidised publications in the Faculty stood at 34.51 units for articles, 0.65 units in respect of chapters in books and 1.5 units for conference proceedings, yielding a total of 36.66 units. This represents an increase of 53% relative to 2010 and 190% since 2008. The 53% growth in 2011 compares very favourably to the 15% drop from 2009 to 2010. The fluctuations in research output evident since 2008 are expected given the long turnaround time associated with the submission of articles.

Figure 2: Research output



Community engagement

The Faculty's community engagement projects are reflected in section nine of this report.

Human resources management: academic staff

Full-time academic staff in terms of permanent and contract employees totalled 146 by the end of the 2011 academic year. This reflected an increase of 2% relative to 2010. With regards to equity, the marginal increase in the share of permanent and contract black academic staff members from 31.5% in 2010 to 32.9% in 2011 indicates the continuing challenge that the Faculty faces in attracting and retaining qualified black academics. In total there were 13 resignations and 16 appointments of permanent/contract academic staff during 2011, of which black staff members accounted for 46% of the resignations and 56% of the appointments. The Faculty Management Committee consisted of five white and three black members, implying an equity ratio of 38%. Female members accounted for 49.3% of all permanent plus contract academic staff.

With regards to highest academic qualifications of permanent and contract staff, 52 (35.6%) have a master's degree and 24 (16.4%) hold a doctoral degree. This means that 70 (47.9%) do not have at least a master's degree. However it must be emphasised that 74 (50.6%) hold a professional qualification which includes those with or without at least a master's qualification. One staff member obtained her honours degree in 2011. Two SQP candidates and three other staff members, with CA qualifications, obtained their master's degree in 2011. One staff member from the Department of Economics and Econometrics obtained her PhD from the University of Pretoria. To date, one SQP staff member obtained a master's degree and four obtained their CA qualification. Currently two staff members are enrolled for an honours degree, 25 staff members for a master's degree and 13 for a doctorate.

Human resources management: non-academic staff

Full-time non-academic staff, comprising permanent and contract employees, totalled 35 by the end of the 2011 academic year. This reflected an increase of 6% from the 33 employees in 2010. With regards to equity, black employees represented 45.7% (16) of all permanent and contract staff compared to 45.5% (15) in 2010. Female members accounted for 85.7% of permanent and contract non-academic staff.

Financial management

The total budget allocation for the Faculty in 2011 was approximately R125 million. In 2011, 92% of the budget was utilised in comparison to 94% in 2010. Income from class fees had increased by 16% from 2010 to 2011, while expenditure as a percentage of class fees dropped from 74% to 70% over that same period. Income from class fees less expenditure increased by 35%. These results are indicative of prudent financial management by the Faculty.

Stakeholder report

The Faculty, through its departments, continues to strengthen relationships with various stakeholders, such as the following:

- South African Institute of Chartered Accountants (SAICA) – Relationship with SAICA remains strong with several staff members from the Department of Accountancy serving on SAICA committees. UJ continued to achieve an excellent pass rate among its candidates in the SAICA Qualifying Exam. Prof. Alex van der Watt serves on the Board of SAICA, and is also a member of its Committee on Initial Professional Development (IPD).
- Institute of Directors in Southern Africa – the Department of Accountancy has an agreement with the institute, on the offering of an extra-curricular course in corporate governance.
- Zambian universities – the Department of Accountancy is involved in initial discussions with three universities in Zambia following their request for assistance in obtaining SAICA accreditation for their accounting programmes.
- Chartered Institute of Management Accountants (CIMA) – The Department of Finance and Investment Management (DFIM) maintains an excellent relationship with CIMA, and UJ students continue to achieve very good results in the CIMA exams.
- Financial Planning Institute of Southern Africa (FPI) – The DFIM has an agreement with the Financial Planning Institute of Southern Africa whereby students who successfully complete the BCom Honours (Financial Planning) programme would comply with all the educational requirements, and those obtaining 60% for the board case study will also meet the exam requirements, in order to be invited to become Certified Financial Planners (CFP®). Once again the Department had a number of graduates who performed well in their CFP® board exam and are now on their way to becoming fully-qualified Certified Financial Planners.
- South African Property Owners' Property Students' Club – Property Valuation and Management (PVM) students are actively involved in an initiative called the South African Property Owners' Property Students' Club. The Club is a group of proactive, innovative young leaders in the property industry run by students for students and industry.
- South African Council for the Property Valuers Profession, the South African Institute of Valuers and the South African Property Owners Association – an informal arrangement exists between the DFIM and the South African Institute of Valuers for the presentation of guest lectures to PVM students. The South African Council for the Property Valuers Profession, the South African Institute of Valuers and the South African Property Owners Association are provided an opportunity once a year to introduce their institutions to the PVM students.
- Association for Black Securities and Investment Professionals – a DFIM staff member was involved in the mentoring programme of the Association for Black Securities and Investment Professionals' UJ student chapter.
- Chartered Alternative Investment Analyst Association (CAIA) – during 2011 the DFIM established a relationship with the CAIA and the Department is in the process of applying for accreditation from them.
- Department of Trade and Industry (DTI) – The Department of Economics and Econometrics (DEE), through its Centre for Local Economic Development (CenLED), is in partnership with the DTI for capacity building in the field of local economic development.
- International Economic Development Council (IEDC) – the DEE, through CenLED, is at an advanced stage of negotiations with the IEDA for the use of its courses in local economic development (with a South African dimension), as well as the relevant accreditation.
- Competition Commission: the DEE continues to engage with members from the Competition Commission on its Centre for Competition Economics and for capacity building in the area of competition economics.

- Association of Accounting Technicians, South Africa (AAT(SA)) – UJ's Diploma in Accountancy is accredited with AAT(SA) and the Department of Commercial Accounting has entered into an arrangement with the Association for the provision of an accelerated route for UJ graduates from the Diploma in Accountancy to become registered accounting technicians.
- Independent Regulatory Board for Auditors (IRBA): Prof. A. Dempsey is a ministerial appointment on the Board and chairs the Audit and Risk Management Committee. She and Prof. A. van der Watt serve on the Education Committee.
- Finance, Accounting, Management Consulting and Other Financial Services Sector Education and Training Authority (Fasset): Prof. A. Dempsey is a ministerial appointment on the Board. Fasset focuses on sectors that have essentially a financial focus and is particularly concerned with the development of financial professionals which has been identified as a national priority.
- Zimbabwean Presidential Scholarship: 2011 was the fourth year of the Zimbabwean Presidential Scholarship Programme for Zimbabwean students at the University of Johannesburg. The number of recipients has grown from 32 students with a budget of less than R2 million, to a total of 280 students at five academic levels in six faculties with a budget of over R29 million.
- Association for the Advancement of Black Accountants of Southern African (ABASA): Prof. Ben Marx is a member of ABASA and acts as a mentor for their students. The UJ Student Chapter of ABASA was launched on 8 March 2012.

Environmental sustainability

The Faculty continued to be cognisant of the importance of engaging in measures to promote environmental sustainability. It embraced the campaign to 're-use, reduce and recycle'. Members were encouraged to bring their laptops to meetings instead of printing relevant documents. If it was necessary to print, then members were encouraged to print double-sided. Edulink was used where possible to provide students with information or to administer short assignments/tests. The Faculty embarked on a process in 2009 to conserve energy with regards to the use of lights, air conditioners and fans.

Leadership

While the Executive Dean plays an overarching role in the provision of academic leadership in the Faculty, the four heads of department are at the frontline of leadership that directly impact staff. The Faculty is also cognisant of its role in a broader context, in the sense that it realises that it is a corporate citizen that is responsible not only for the provision of effective leadership but also for contributing to the pool of effective leaders in society. Hence, in providing education, it must contribute to the holistic development of students to be ethical leaders who promote social responsibility and respond to issues such as environmental sustainability.

Conclusion and way forward

The 2011 academic year proved to be rewarding on various fronts. The Faculty is confident that it is well on the road to achieving its vision of being at the forefront of education in the fields of accountancy, finance and economics. Given the dynamic world of finance, and the growing demand for specific competencies, FEFS is steadily positioning itself well in terms of relevance and strength. The following are some of the important achievements of 2011:

- An excellent pass rate of 89% of UJ candidates was achieved in the 2011 SAICA Qualifying Exam, translating to 232 students, with one placed in the top 10. The 232 successful UJ candidates represent 11.7% of the pool of successful candidates. UJ also produced the highest number of successful African black candidates at 20% of the total national output.
- The EDP (mentioned under Community Engagement) makes a significant contribution to the pass rate of African students at UJ, with a third of the 128 African students who passed all their exams of the Hons (CA) degree in 2011 being funded through the EDP.
- BCom Hons (Financial Management) graduates who wrote the CIMA exams in May 2011 performed well with three UJ students in the top 10 in South Africa for both Enterprise Strategy and Financial Strategy and

one student in the top 10 for Performance Strategy. In the November 2011 exams two UJ students came in the top 10 in South Africa for both Enterprise Strategy and Performance Strategy and one student came in the top 10 in Financial Strategy. A UJ staff member obtained fifth position in Performance Strategy.

- A UJ student, Mr Divan Bezuidenhout, achieved first place in South Africa in the CIMA T4 Part B case study exam when the results for the November 2010 exam were released in January 2011. Divan's first place in South Africa also corresponded to the seventh highest mark in the world for the CIMA case study exam. Ms Hannah Els, another UJ student, achieved the tied second highest mark in South Africa for the same CIMA exam.
- Two teams from UJ made it to the South African final (global semi-final) of the CIMA global business challenge. The teams from UJ performed exceptionally well with an all-woman quartet consisting of Ms Poonam Bhana, Ms Pragna Patel, Ms Londiwe Gumbi and Ms Natalie Usmar taking the honours of winners and representing UJ at the Global Final in Chengdu, China in July 2011. The UJ team achieved a top 6 finish at the Global Final out of a total of 17 participating countries.
- Introduction of new BCom Acc or B Acc – for the CA stream (based on SAICA's new competency framework).
- Prof. Ben Marx from the Department of Accountancy received the Vice-Chancellor's Award for Teaching Excellence.
- Prof. Alain Kabundi and Prof. Grietjie Verhoef received NRF ratings, and Prof. Lynette Olivier had her rating renewed.
- ACCA Researcher of the Year Award was received by Prof. Ben Marx at the bi-annual SAAA conference in George.
- Significant improvement in success rates were achieved for undergraduate programmes from 78.8% in 2010 to 81.5% in 2011; and for postgraduate programmes from 63.1% in 2010 to 71.6% in 2011.
- Following the 15% drop in accredited research output from 2009 to 2010, a phenomenal growth of 49% was attained in 2011 at 35.68 units.
- The University of Limpopo (UL) received accreditation from SAICA for its undergraduate programme, after the Department of Accountancy at UJ agreed to step in as UL's long-term mentor.
- The Centre for Competition Economics (CCE) in the Department of Economics and Econometrics co-organised the fifth Annual Conference on Competition Law, Economics and Policy at the University of Johannesburg on 4 and 5 October 2011. There were approximately 250 attendees. Prof. Adam Habib officially launched the CCE on the first day of the conference.
- In 2011 the Centre for Local Economic Development (CenLED) in the Department of Economics and Econometrics was contracted by the DTI for a three-year period to train and capacitate Johannesburg municipal employees and beneficiaries in local economic development. In addition, CenLED was appointed to the Board of the Small Enterprise Development Agency for a period of three years.
- One of the key features of the UJ programme of the OMIGSA Infundo Trust (mentioned under Community Engagement) is that students complete a minimum of 24 hours of community service during or after the June 2011 holidays. UJ had 14 students in the 2011 programme, of whom 12 (86%) passed their year of study.
- The average performance of students in the Zimbabwean Scholarship Programme is generally above the average of the class in the BCom Accounting programme.

The Faculty is proud of its achievements thus far. However it will continue to evaluate the efficiency and effectiveness of all structures and processes on a regular basis to ensure sustained quality of service. It will also review several of its programme offerings from 2012 onwards in order to ensure relevance and competitiveness. Its strategic plan will also come under review in 2012.

Amanda Dempsey (Prof.)

Executive Dean: Faculty of Economic and Financial Sciences

FACULTY OF EDUCATION

Introduction

In 2011 the Faculty of Education continued to enhance its reputation in alignment with the UJ strategic thrusts. Faculty strategic priorities for 2011 included achieving excellence in academic programmes, research and community engagement with a specific focus on developing areas of current strength or uniqueness and areas of potential strength. The Faculty made good progress in addressing these strategic priorities. 2011 was in particular a seminal year for the Faculty in terms of its research output and also regarding another strategic priority, namely the establishment of the Soweto Campus as a premier teaching, research and community engagement destination.

Soweto Campus

At the beginning of 2011 the Executive Dean's office, as well as the Departments of Educational Psychology and Education Leadership and Management moved from the Auckland Park Kingsway Campus to the Soweto Campus to join the Department of Childhood Education and the Centre for Education Practice Research (CEPR) on this Campus. The programmes of activities that flourished in 2011 on the Campus affirm that the Faculty is indeed progressing in establishing the SWC as a premier teaching, research and community engagement destination.

A hallmark of the postgraduate Educational Psychology programmes offered at the Soweto Campus is their focus on community psychology, with the specific brief of therapy and counselling at grassroots level. The community ethos and overall philosophy of the Educational Psychology programmes, as well as the research conducted by their research team, are widely regarded as innovative and commendable, in South Africa and elsewhere.

The UJ Institute for Childhood Education (UJICE) coordinates the programme of activities regarding childhood education on the Soweto Campus. This includes the research by the Centre for Education Practice Research and the Departments of Educational Psychology and Childhood Education. The Institute, with the Funda UJabule School as its core, promotes research and practice in childhood education. The school is a partnership between the Gauteng Department of Education and UJ. It is a public school, but also a research and training school, a first of its kind in South Africa. The students in the Foundation Phase Education degree programme participate in classroom activities, learning about the practice of teaching in the school. It also serves as a social laboratory that is unique in South Africa. Ground-breaking longitudinal research is conducted in a multifaceted panel inquiry, in which the children's cognitive ability, their performance in mathematics, their linguistic competence in two languages (either isiZulu and English, or Sesotho and English), their literacy development in two languages, as well as their learning of science are captured in standardised and custom-designed instruments. The teacher education model linked to the school is also researched.

The CEPR is home to two educational research journals. 'Education as Change: Journal of Curriculum Research' is indexed in the Social Science Citations Index and has a stable impact factor. The 'SA Journal of Childhood Education' is the new sister journal. Two regular issues of 'Education as Change' were produced in 2011, as well as one themed issue on pre-service teacher education. Two issues of the 'SA Journal of Childhood Education' were produced as well as a supplement, 'Khululeka', focusing on pre-school practitioners.

The Department of Education Leadership and Management serves as the custodian of the Education Leadership Institute (ELI), established in November 2010. In 2011 the ELI successfully continued with its Principal Network, and the Leadership for Learning Programme in the Johannesburg Central school district (mainly Soweto), in collaboration with the Harvard Graduate School of Education.

Research

Preliminary indications are that the Faculty increased its accredited research output significantly in 2011. The Faculty produced 52.08 research units (in comparison with 35.33 in 2010 and 16.82 in 2009), consisting of articles in academic journals and published conference papers. In addition, two books were published and one chapter in a book.

The many externally-funded research projects in 2011 bear further testimony to the vibrant research culture that is developing in the Faculty. Funders included the South Africa Netherlands Research Programme for Alternatives in Development (SANPAD), the Gauteng Department of Education, the National Research Foundation, the Department of Higher Education and Training (with a grant from the European Union), the Foundation for Human Rights, the Rosa Luxembourg Foundation and the Education Policy Consortium.

Staff profile

In 2011 the Faculty had 53 full-time permanent academic staff members and 23 administration and support staff. 76.38% of academic staff was lecturers, 36% senior lecturers, 17% professors and 9% associate professors. The academic staff profile in terms of academic qualifications was: 66% doctoral degrees and 34% with master's degrees. The profile in terms of equity reporting was 53% designated (excluding white women) and 47% non-designated. The gender profile was male: 53% and female: 47%.

Student profile, academic performance and academic programmes

A total of 5 035 students were enrolled in 2011, 3 922 were undergraduates and 1 113 were postgraduate students. First-time entering undergraduate enrolments increased to 963 compared to 454 in 2010. This increase was planned to counteract the decrease in student numbers in qualification types that are phasing out due to the phasing in of a new policy on teacher education qualifications. The student profile of the Faculty in terms of demographics was: African: 81%, white: 12%, coloured: 4%, Indian: 3%.

The academic performance of students was generally satisfactory. The overall FTE degree credit success rate for the Faculty was 80.5% in 2011 which is a 0.7% increase relative to 2010. The FTE degree credit success rate for the undergraduate degree (BEd) declined in 2011 to 80.3% from 82.7 in 2010, mainly due to a decline in the success rate of first-time entering students.

The extensive tutor system in the Faculty provides support to undergraduate and postgraduate students. Tutors attended various training sessions to equip them with the necessary skills to, not only, assist the students with writing skills and study skills, but to provide additional support to at-risk students as well. These training sessions also served to enable tutors to cope with their own studies, while they are tending to the various needs of other students. The tutor coordinator tabled a monthly report providing feedback on all aspects pertaining to tutor support at the qualification committee meetings.

The Faculty of Education has a strong First-Year Experience (FYE) focus. All academics teaching first-year students participate in the FYE focus group. The commitment of the Faculty to supporting the academic progress and well-being of first-year students is also evident in the excursion for first-year students (three days per group during the Easter recess), which was offered for the fifth time in 2011. The Faculty's teaching philosophy can be summarised as follows: "...we are committed to the preparation of caring, accountable and critically-reflective educational practitioners who are able to support and nurture learning and development in diverse educational contexts". This also captures the essence of the focus of the excursion. In addition, the excursion aims at improving socialisation of students into the University culture, as well as improving retention and pass rates. The excursion also affords students the opportunity to form support groups and staff to interact with students on a more personal level in an informal environment.

Due to the phasing in of a new policy on teacher education qualifications (promulgated in July 2011), the Faculty has had to replace existing programmes with new programmes in line with the policy. This implies a redevelopment of all Faculty programmes, apart from master's and doctoral programmes. As a start, in November, three programmes were submitted to the Department of Higher Education and Training for programme qualification mix clearance, namely the Bachelor of Education (BEd) in Foundation Phase Teaching (redesigned), the Bachelor of Education (BEd) in Intermediate Phase Teaching and the Advanced Diploma in Education: Remedial Education (new programmes).

Faculty governance and quality assurance

The Faculty Executive Committee (F-Exco) consisting of the Dean, Vice-Dean, Heads of Departments and Head of Faculty Administration met twice a month during 2011. The main purpose of the F-Exco is to provide leadership and management with regards to the execution of the Faculty's vision, mission, values and strategy, as well as quality assurance measures. The F-Exco also serves as an immediate consultation/sounding board for the Executive Dean when necessary.

Activities and quality assurance within departments were managed by the Heads of Department. However, the integrated nature of the core activities in the Faculty demands that activities and tasks should be coordinated cross-functionally within a flat structure for quality assurance purposes. Consequently, faculty committees play an important role. The following committees were functional in the Faculty: Academic Ethics Committee, Recognition of Prior Learning Committee, Community Engagement Committee, Research Committee, Initial Professional Development of Teachers (IPET) Committee, Continuous Professional Development of Educators (CPTD) Committee, BEd Hons Committee and Higher Degrees Committee.

Risk areas identified in 2011 were enrolment planning due to the phasing out of qualifications and the unpredictability of the impact of the new policy on teacher education qualifications on patterns of enrolment (particularly at postgraduate level); slow progress of master's and doctoral students; and managing of the relocation of the Dean's Office and two departments to the SWC.

Sarah Gravett (Prof.)

Executive Dean: Faculty of Education

FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT (FEBE)

Operating context and governance

The Faculty of Engineering and the Built Environment (FEBE) at UJ is one of the largest Engineering and Built Environment faculties in South Africa. Because of its size, strategic location in the Gauteng Province and the comprehensive nature of the programmes it offers, the Faculty is well positioned to play an important role in the development of human capital and relevant knowledge. FEBE offers the full range of professional engineering and built environment qualifications as well as related engineering and operations management qualifications. The Faculty is also home to two Technology Transfer Stations (Metal Casting and Environmental and Process Engineering) which focus on developing and transferring technology to industry. This gives the Faculty a broad range of skills and expertise with the potential to address issues from both a theoretical and a practical point of view.

The vision for the Faculty of Engineering and the Built Environment is:

A leader in educating well-qualified professionals in engineering and the built environment as well as producing applicable knowledge that meets the demands of the South African economy. The Faculty of Engineering and the Built Environment:

- Provides education that is fit for purpose, dynamic and adaptable;
- Advances South Africa's developmental agenda;

- Is a flourishing faculty in terms of research, innovation, community engagement, teaching and learning;
- Practises active leadership and practises the principles of leading by example and engineering the future.

The faculty strives for excellence in teaching and learning and to be in positive engagement with South African society. Due to the historical location of the different programmes, the Faculty has been located on both the Doornfontein and Kingsway campuses of UJ. As of 1 January 2012 the Faculty has also adopted the Department of Quality and Operations Management, which is located on the Bunting Road Campus, into the School of Mechanical and Industrial Engineering.

Since 1 January 2005, FEBE has been transforming itself into a single academic entity that takes advantage of the strengths of both the technology and science programmes that are mutually reinforcing and complementary.

The School System was introduced in 2010 in an effort to drive the merger to its completeness. The Faculty is embracing the notion that a department is formed along the lines of common academic and industrial interests rather than a single qualification.

Prof. W. Clarke – The School of Electrical Engineering

- Electrical Engineering Technology
- Electrical and Electronic Engineering Science

Dr M. Dundu – The School of Civil Engineering and the Built Environment

- Civil Engineering Science
- Civil Engineering Technology
- Construction Management and Quantity Surveying
- Town and Regional Planning

Prof. A. Nel – The School of Mechanical and Industrial Engineering

- Mechanical Engineering Science
- Mechanical and Industrial Engineering Technology
- Quality and Operations Management

Prof. A. Mulaba – The School of Mining, Metallurgy and Chemical Engineering

- Mining Engineering
- Mining Surveying
- Metallurgy
- Chemical Engineering
- Environmental and Process Engineering Technology Station
- Metal Casting Technology Station

The main goals of the School System are to:

- Foster multidisciplinary research and teaching, integrating technology with science and similar disciplines to exploit the economies of scale;
- Consolidate the DFC, APB and APK campuses to form one united Faculty;
- Aligning management structures with operational and administrative functions; and increasing administrative, teaching and research efficiencies, as well fostering flexibility to allow for the introduction of new programmes, initiatives and research centres.

Opportunities for cooperation and collaboration across the technology and science programmes are provided through the school structure and are facilitated by the Head of School. Each school has common academic and industrial interests and in this environment academic staff members find modes of collaboration in research and in the development of industrial offerings. The Heads of School are responsible for facilitating the Staff Qualification Project in the Faculty – ensuring that adequate supervision is available and finding ways that staff can be incorporated in established research groups.

Administration of the Faculty across three campuses is challenging. There are two administrative departments on each of the Auckland Park and Doornfontein Campuses and one administrative staff member at the Bunting

Road Campus. The Dean, Vice-Dean, Head of Faculty Administration and the Heads of School have offices/satellite offices on both the Auckland Park and Doornfontein Campuses.

The governance structure of the Faculty, to some degree, follows the traditional split between Science and Technology Programmes. The Faculty Executive Committee is chaired by the Executive Dean and membership includes the Vice-Dean, the four Heads of School, the Head of Academic Administration and invited members (Engineering Education Specialist, Human Resources Business Partner and FEBE Financial Accountant).

There is a Technology Programme Committee and a Science Programme Committee which are primarily responsible for undergraduate programme quality, operations and governance. These committees, chaired by the Executive Dean, consist mainly of the relevant Heads of Departments as well as the Faculty Executive committee. In this way we can ensure full involvement in issues.

The Faculty Research Committee (chaired by the Executive Dean) oversees research strategy and governance, while the Faculty Higher Degrees Committee (chaired by the Vice-Dean) looks after the administration for higher degrees.

In 2011 FEBE launched the FEBE Teaching and Learning Quality Forum – this forum has a steering committee (chaired by the Vice-Dean) and is a participative platform for sharing best practice among academic and academic development staff.

Risks and management of risks

The Faculty monitors and manages identified and existing risks through a Risk Register. Some of the risks that the Faculty faces are:

- The aging profile of departmental heads with three beyond retirement;
- The relationship with accreditation bodies;
- The DFC consolidation and its impact on staff, accreditation and the new upward research trajectory of the Faculty;
- Resourcing postgraduate training in terms of staff and laboratory equipment;
- The new qualification framework and its impact on teaching and learning as well as research and innovation.

Strategic initiatives

The Faculty has continually been reviewing its progress and developing goals to meet its vision.

- Teaching and Learning
- Development of qualifications for the new HEQF – the technology programmes are developing curriculum for the Bachelor of Engineering Technology (BET). These will be replacing the National Diplomas and BTechs. In this process the Faculty will be developing coherent frameworks which will address issues of common concern across the Faculty: credits and credit distribution, ensuring balance of practical and theoretical approaches, etc.
 - Curriculation of BEng Programmes – the science programmes are developing modified curriculum to address quality issues identified during the Engineering Council of South Africa (ECSA) Audit in 2011. These programmes should be launched in 2014. Issues being addressed are: balance between Science and Engineering modules, credit allocations and exit-level outcomes.
 - Shifting from extended programmes to mainstream support – the BEng Extended Programmes are being discontinued and the Faculty is working with ADC to develop models to focus support for mainstream students and also looking at appropriate access schemes for the BETs
 - Research – Development of Manufacturing Research and Technology Capabilities. This is being led by the Department of Mechanical Engineering Science and will encompass academic offerings, research and technology development and transfer.
- Community engagement – various initiatives are taking place throughout the Faculty. The TechnoLab continues to be the main outreach programme. The Faculty is also developing a more extensive programme

to reach students in disadvantaged schools that will foster closer relationships with them, teachers and principals.

- Doornfontein Consolidation Project – this has been a major focus in 2011. The initiative is being led by a university task team and the focus is on campus development as per the UJ Campus Master Plan as well as the planning for the FEBE and the Faculty of Health Science.
- Launch of Environmental and Process Engineering Technology Station – the station was launched in the fourth quarter of 2011. The station will focus on technology and systems to improve environmental protection and sustainable systems in production.
- Launch of Design/Project Centre – focus on solar and alternatively fuelled cars.

Performance¹

Teaching and learning

In 2011 the Faculty had a student headcount of 8 339 (7 842 in 2010). The Faculty was over its enrolment planning number mainly due to over-enrolment in BIng Extended Programmes and on some National Diploma Programmes (notably Mining, Town and Regional Planning and Civil Engineering). The faculty needs to re-adjust its 'yield' factor more carefully, and take a more conservative approach to admissions during the normal admissions process. Postgraduate headcount increased from 328 in 2010 to 413.

There was a 2.4% (from 6 347 to 6 947) increase in students enrolled in technology programmes and a 23% increase (from 1 495 to 1 842) in students enrolled in science programmes. The large increase in the BIng Extended was a correction for the under-enrolment in the previous years in order to meet the agreement with the DoHET which calls for 240 students. This issue has put huge pressure on laboratory space in the Faculty of Science. In terms of equity, of national diploma students 96% are equity compared to 81% of degree students. In terms of gender in 2011 the Faculty consisted of 31.8% female students, compared to 30.7% in 2010. Recruitment plans for specific disciplines (such as Electrical Engineering Science) are being developed. Recruitment of non-equity students and international students continues to be a concern.

There was a significant increase in the overall Degree Credit Success Rate DCSR from 75.8% in 2010 to 79.0% in 2011. The National Diploma DCSR moved from 75.6% to 78.4% (there were increases across all FTEN categories) and the BIng from 75.8% to 80.0% (DCSR for first-time entering students was flat and increased from 76.7% to 82.3% for returning students).

There was an overall decrease in graduation rate from 20.2% to 17.6% for the Faculty but this must be viewed in light of the 6.3% increase in student headcount. The graduation rate for National Diplomas was down from 16.9% to 14.6% and the BIng experienced a slight increase from 11.0% to 11.3%.

Research and postgraduates

Research output increased significantly in 2011. In 2011 the Faculty produced 88 publication units compared to 60 in 2010, 33 publication units in 2009 and 26 publication units in 2008. The achievement in 2011 is another historical record which has not been achieved in the Faculty in the past.

The number of registered master's students increased from 271 in 2010 to 342 in 2011, while the number of registered doctoral students increased from 57 in 2010 to 71 in 2011. It is important to again note, as in last year's Annual Report, that given the current staffing levels this number of postgraduate students (master's and doctorates) is deemed to be excessive in terms of our research supervision capacity. This sharp increase in research output can be attributed to the following strategic initiatives:

- Introduction of postdoctoral fellowships;
- Increase in the number of active visiting professorships;

¹ It must be noted that all Faculty statistics (from HEDA) will now include the Department of Quality and Operations Management – even in historical analysis.

- Aggressive postgraduate expansion;
- Increase in the number of staff with doctoral qualifications;
- Effective leadership in the Faculty, which is capacitated by the introduction of the School System and the rationalisation of the Vice-Deanery.

The following research groups are currently active in the Faculty:

- Business Operational & Stream Processing Research Group;
- Centre for Optical Communications and Sensors;
- Engineering and Technology Management Research Group;
- Industrial Electronic Technology Research Group;
- Minerals Processing and Technology Research Group;
- Small-Scale Mining Research Group;
- Telecommunications Research Group;
- Unmanned Aerial Vehicle (UAV) Research Group;
- Water Research Group;
- Centre for Intelligent Systems Modelling.

In addition the Faculty launched a focus on manufacturing and also a project/design centre which has been focusing on solar and alternatively-fuelled cars.

The Faculty strongly encourages appropriate staff members to be rated by the NRF. In this regard, the Faculty's number of staff members who are rated by the NRF grew from two in 2008, to three in 2009, to seven in 2010 and 2011. The number of postdoctoral fellows in the Faculty grew from 0 in 2008 to one in 2009, to four in 2010 to 10 in 2011.

Accreditation

In 2011 the Faculty underwent a major accreditation audit by the Engineering Council of South Africa. The accreditation cycle is five years. The accreditation outcome was overall quite positive and better than in 2006 but it highlighted issues (deficiencies) which resulted in provisional accreditation in five departments. For all three Science Departments the deficiency was to re-look at how the exit-level outcomes were being assessed and re-map them. These issues have been re-looked at and the Faculty will invite a follow-up team to re-examine once another fourth-year student cohort has been examined. In Civil Engineering Technology it was noted that a few of the evidence files were incomplete. This was due to some modules that were taught by a part-time lecturer not having evidence from three years. This situation has been rectified and will be reviewed later this year by a follow-up visit. In Electrical Engineering Technology the lack of an advisory board was noted as were the lack of appropriate laboratories. The laboratory upgrade for the Electrical Machines Laboratory is underway as is the scheduling of an industry advisory board.

Stakeholder engagement

The Faculty continues to engage in a range of activities. Of strategic interest is the development of a student/industry engagement platform and also a FEBE engagement programme with underprivileged schools. In 2011 the student/industry engagement was kicked off with an industry field trip to Denel by top-performing students. Other key activities for the Faculty were:

- Hosting of the Honourable Minister Edna Molewa – South Africa's Response to Climate Change;
- Hosting of Cedric Gina – President of the National Union of Metalworkers South Africa – discussion forum on Transformation in the South African Automotive Industry: The Role of Education and Training;
- Women in Engineering and the Built Environment Summit;
- TechnoLab School Programmes;
- Society of Women in Engineering and Technology – High School Tutoring
- Reality TV Series – Mindset Learn Channel.

Human resources

The issue of vacancies improved significantly during 2011 and the Faculty needs to shift attention somewhat to retention and deployment issues as research supervision and teaching loading pressures increase. The total staff complement of permanent and fixed-term contract staff in 2011 was 215. There are 139 academic staff members, of whom 48 have doctorates and 57 have master's. The Faculty still continues to focus on academic staff development at the master's and doctorate level. There are 36 administrative and 39 technical staff members. The number of technical staff increased slightly in 2011 to support the new DHET laboratories. In terms of academic staff, 37% are African, 3% are coloured, 9% are Indian and 52% are white. Of the 52 African academic staff members, 28 are foreign nationals.

Succession planning remains an issue but was managed relatively well in 2011 with the number of Heads of Department past retirement age down to three from five in 2010.

Environmental sustainability

The Faculty takes the issue of environmental sustainability very seriously and contributes in this regard as follows:

- Undertaking research activities that promote climate change. In this regard the Faculty is involved in research into solar energy and has developed a solar car. The School of Mining, Metallurgy and Chemical Engineering is working with Eskom and the Black Management Forum on energy audits aimed at reducing energy utilisation.
- Promoting efficient energy utilisation. In this regard the Faculty regularly promotes measures directed at efficiently using energy such as promoting switching off lights when leaving offices. The Faculty hosted the Minister of Environment to promote environmental sustainability both internally and externally.

Financial management and resources

The Faculty manages its budget carefully with the assistance of the Faculty Accountant. In terms of the personnel remuneration the Faculty underspent by R422 925.79 in 2011 compared to an over-expenditure of R5 172 033.02 in 2010. In terms of operational expenses the Faculty overspent by R1 086 489.25 in 2011 compared to an over-expenditure of R5 941 029.76 in 2010. The Faculty overall overspent in 2011 by R274 317.16 compared to an under-expenditure of R1 505 515.54 in 2010.

Tshilidzi Marwala (Prof.)

Executive Dean: Faculty of Engineering and the Built Environment

FACULTY OF HEALTH SCIENCES

The Faculty of Health Sciences continued to focus on the following strategic imperatives during the 2011 academic year:

- Implementing strategies to improve teaching, learning and assessment, with a focus on improving success and graduation rates;
- Support staff in their drive to improve their qualifications profile and develop capacity to increase accredited research output;
- In addition to being recognised and registered as a Continuing Professional Service Provider, increasing the number of short learning programmes in the Faculty;
- Ensuring sustainability and community empowerment in our community engagement activities;

- Participating and implementing mechanisms related to branding and marketing;
- Implementing mechanisms to ensure a better client-orientated paradigm,
- Contributing to aspects requiring intervention following the 2009 HEQC audit;
- Implementing mechanisms and interventions to reduce our carbon footprint and contribute to sustainable development.

Providing services across three campuses (APB, APK and DFC), 98 full-time academics (variations through the year due to resignations), supported by 39 academic support staff, including clinic support staff, provided a service to 3 517 learners.

The enrolment figure of 3 517 was 273 short of the planned enrolment figure of 3 790. Although not all departments made their enrolment targets, the problem was specifically evident in the post-basic enrolments for Nursing Sciences, where more than 200 students did not enrol. Registrations for master's qualifications increased to 230 from 228 while the number of doctoral candidates was similar, with 44 for the reporting year compared to 43 for 2010.

Of the total enrolment, female learners comprised 70.9%, a slight decrease compared to the 71.3% of 2010. The total designated (excluding white females) enrolment increased to 72%, an increase of 4.5% compared to the 67.5% of the 2010 student intake. Of these, African enrolments comprised 62.2%; coloured 3.5% and Indian 6.3%. The first-time entering undergraduates were 29.9% compared to the 27.4% experienced in 2010. Postgraduate students comprised 32.8% of the total enrolment, a decline of 2.2% compared with the 2010 enrolment.

Seventy-eight international students (2.2% of enrolment), comprising 57 undergraduate and 21 postgraduates, were registered, compared with the 82 (2.3%) of 2010 (61 undergraduate and 21 postgraduate).

Total success rates were significantly better than the University target of 78%, with an overall success rate of 84.1%, a decrease compared to the 85.6% achieved in 2010. Undergraduate success rates improved from 86.8% to 87%, again ensuring that the Faculty had the highest undergraduate success rates in the University. It is unfortunate that postgraduate success rates decreased to 81.2 from the 83.7% achieved in 2010.

Intervention strategies to address areas where success rates in specific modules are not meeting set targets were implemented and monitored on an on-going basis, through strategies such as the First-Year Experience programme, specific tutoring and allocating lecturers per study year to monitor progress and success. In the undergraduate grouping the first-time entering students increased their success rate by 0.7%, reversing the negative trend experienced in 2010.

During 2011, a total of 859 qualifications were awarded, compared to the 920 awarded during 2010. The decrease can be related to the decrease in post-basic student enrolments experienced in 2009. The total of 859 included 49 master's and three doctoral qualifications (46 and four respectively in 2010).

In alignment with national imperatives, the Faculty continually strives to meet equity targets. Of the academic support staff, 77% (unchanged from 2010) are from designated groupings, while 38.8% (37% in 2010) of the full-time academic employees are from designated groupings. Of the nine faculties in the University, the Faculty has made significant strides and has the second highest number of full-time academics from the designated groupings.

In terms of accredited research output, the Faculty target for 2011 was 55 accredited units, and has submitted 59.73 units for auditing purposes. This is an increase of 10.8% from the 2010 figures of 53.88 units. Of the 59.73 units, 17.23 were in ISI journals, 13.33 in South African journals and the remaining units comprised chapters in books, books and conference proceedings.

Faculty members contributed to a number of international and national conferences, many as invited and plenary session speakers. External funding for research activities was obtained from the EU, NRF, MRC, CSIR, the Water Research Commission (WRC) and the World Health Organisation. Significant funding was obtained from the WRC and NRF for research work related to Water and Health, totalling R1.7 million.

During 2011 two visiting professors were appointed (one also rated by the NRF), and four (five in 2010) postdoctoral fellows assisted in the domains of Sport and Movement Studies, the Laser Research Centre and the Food, Health and Environment Research Group. The seven NRF-rated researchers (in the A, B and C categories)

continue to add significant value to the research thrusts of the Faculty and University. Two Faculty members, Dr Houreld and Prof. Gillan, applied for rating and received a Y2 and C3 rating respectively, with effect from 2012.

Both the research centres in the Faculty (Water and Health Research Centre, Laser Research Centre) maintained their status as research centres within the University and continue to add significant value, both nationally and internationally, in their respective domains. With the continued problems experienced related to water quality, especially in rural areas and resulting from pollution and storms, the Water and Health Research Centre has played a leading role in assisting the National Department of Water Affairs.

Two successful public debates, together with the World Health Organization and the National Department of Water Affairs, were hosted during 2011, with national and international panellists. A panel discussion was held jointly with the Faculties of Engineering and Build Environment and Science. The focus was water quality and water as a sustainable resource.

The Faculty also hosted a number of international and national visitors, while participating in international visits exploring international collaboration. Our network on the African continent continued to grow, with the Faculty involved in more than fifteen countries. Activities included joint research projects, curriculum development, advice on infrastructure development and assessments and evaluations. The Departments of Sport and Movement Studies, Environmental Health, Optometry and especially Radiography played a significant role in Africa, extending beyond the traditional SADC approach.

Six pre-medicine students, together with a course facilitator from the Appalachian State University (ASU) in the USA, spent three weeks in the Faculty as a preparatory course before entering medicine studies in the USA. A formal agreement was signed to host a maximum of 12 students each year, with 10 students from the Faculty to visit ASU from 2012.

Regarding staff qualifications, 78% of staff had at least a master's qualification compared with 71% in 2010. Of these, 23% also have a doctoral qualification. At least 20 staff members are participating in the Staff Qualification Project of the University, with the aim that all staff should at least have a master's qualification. The Faculty target remains to have 85% of staff members with a minimum of a master's qualification before the commencement of the 2013 academic year. Eleven staff members were registered for doctoral degrees.

Quality assurance remains a key priority within the Faculty. Improvement plans are continuously assessed and all regulatory requirements are complied with. The Faculty also addressed strategies to ensure adherence to requirements stipulated by the HEQC following the 2009 institutional audit. Furthermore, the Faculty's Quality Plan was approved by Faculty Board and the programme review schedule for the period 2012 to 2015 was also finalised.

For the reporting year, 37 short learning programmes were offered compared to 28 during 2010.

Sustainable community engagement activities remain an integral part of the Faculty's pursuits. Services included free and subsidised screening for indigent and community members at different clinics, while research and developmental work together with the City of Johannesburg and the Medical Research Council was done under the auspices of the World Health Organisation Collaborating Centre for Urban Health (WHOCCUH). The Faculty and the Department of Environmental Health remains a key partner of the WHOCCUH, with staff members serving on the Executive Committee.

The community initiative in Riverlea, together with the City of Johannesburg and the Medical Research Council, continues to grow from strength to strength, with a range of integrated services, including health care, health promotion activities, early childhood intervention programmes and activities to develop capacity in sport within schools and the broader community.

A total of 18 685 patients (19 748 during 2010) were seen by students in all clinics (including satellite clinics) as part of their clinical work-integrated learning.

This excludes a further 2 937 patients that were screened during the reporting year. Students and clinicians also played a leading role in providing services at activities including but not exclusive to the 702 Walk the Talk, the 94.7 Cycle Challenge, national squash championships and various marathons.

Contributing to a sustainable and risk-free environment remains an important strategy for the Faculty. Contributions to minimising our carbon footprint, although in the initial stages, are actively engaged and interventions related to energy saving and waste minimising and recycling activities implemented. A Risk Register, which serves on the agenda of Committees of Faculty Board, Faculty Management, and academic departments and support structures, are regularly updated and assessed for the different domains.

A total of 16 national or international individual academic achievements occurred and reflected in the Faculty report. Other areas requiring attention highlighted in previous reports include:

- the physical facilities at DFC, although significant work has been done and the plans for the consolidation of Health Sciences and FEBE are well advanced;
- Professional Boards and associated powers, the introduction of new courses and the implications thereof;
- Staff retention and recruitment, the impact of the occupational specific dispensation and scarce skills.

André Swart (Prof.)

Executive Dean: Faculty of Health Sciences

FACULTY OF HUMANITIES

Appointments and equity

In terms of academic appointments, the Faculty has achieved an equity appointment rate of 69%, and in terms of administrative appointments, the equity percentage is 50%. The combined equity percentage for appointments in 2011 is 65%.

Teaching and learning

The First-Year Support Forum

The First-Year Support Forum, (FYSF) consisting of student, tutor and first-year lecturer representatives of all departments, was a university first. The principal advantage of this forum was to allow all role-players to share experiences and identify problems and successes swiftly and effectively. Some of the matters discussed includes the students' experience of registration, the students' experience of orientation, the adequacy of information regarding degree programmes and subject choices, the students' experience of lectures (including the adequacy of lecture and tutorial venues, timetable clashes and class attendance), the lecturers' experience of students in class (including class participation and rate of attendance), the students' experience of tutorials, the tutors' experience of tutorials (the adequacy of the tutor training programme, tutorial attendance and support from lecturers), and academic performance (including support for poorly-performing students and examination preparation). The FYSF is a crucial advisory forum for various faculty committees (the Teaching and Learning Committee, the Curriculum Committee, and the Assessment Committee) and allows for the swift identification of problems.

Tutors

In 2011, 162 tutors were appointed in Humanities at a budgeted cost of R3 million. The tutor function has become a widespread and integral part of teaching and learning in the Faculty, and may account for the continuing upward movement in success rates. During the first year of study, students are perhaps at their most

vulnerable, in that they are often inadequately prepared by the secondary system, and they experience difficulty in adjusting to the requirements of academic life. The tutors are our 'first line of defence' against drop-out and poor performance. In the years ahead, and if budgets allow, the tutor cohort will be expanded and further integrated into the process of teaching and learning. A Tutor Survey conducted in 2011 yielded the following:

Positives:

- Both group and one-on-one contact sessions worked effectively.
- Tutorials are beneficial because tutors have seen improvements in student work.
- Tutorials are smaller than big lecture classes, so students feel more comfortable in expressing themselves.
- Tutors feel that their own confidence is boosted by tutorial sessions (a rewarding experience).
- Mostly, tutors feel that there is good interaction and communication between lecturers/module coordinators and tutors.
- Tutorials give tutors a chance to help students who are technologically challenged to use Edulink etc.

Negatives:

- Time management is sometimes challenging (especially for tutors who are also honours' students).
- Students use tutorials as a substitute for the actual lecture. Conversely, some departments do not make tutorials compulsory and students do not attend tutorials.
- Tutors noted the challenge of grammar and language proficiency problems (of first years especially); many feel that they have to teach students how to write English instead of focusing on the course content.

Teaching excellence

Prof. Nathalie Hyde-Clark was the second Humanities recipient of the Vice-Chancellor's Award for Teaching Excellence. This award was in acknowledgement of her leadership in building excellence in teaching and learning. The Teaching and Learning committee of the Faculty of Humanities was proud to inaugurate a new award in 2011 that recognised excellence in first-year teaching and formed part of the First-Year Experience initiative. First-year students who were new to the University of Johannesburg in 2011, and who had achieved an average of more than 70% in the first semester, were invited to nominate a lecturer who they felt had made a significant difference to their studies. They were also asked to complete a questionnaire which specified the qualities of an excellent first-year teacher. In addition, students were encouraged to write a short motivation in support of their nominations. The first-year students responded with enthusiasm, and nominations for seventeen lecturers were received. The letters of support that accompanied these responses drew attention to the qualities that great lecturers share: enthusiasm for their subject, care for the individual student, strong class control, an ability to command respect and to give respect in turn and a talent for making students think critically and independently. The nominees ranged from the rank of contract lecturer to full professor. The award winners for 2011 were: Ria Smit (Sociology), Leigh Southey (Anthropology), Hennie Lotter (Philosophy), Dayle Raaff (Marketing Communication), Thabisile Adams (Linguistics), Sibonelo Malinga (Public Relations), Maritha Pritchard (Media Studies), Helena van Wyk (Communication), Thonze Nethonzhe (Public Governance), Thys Human (Afrikaans), Mariam Seedat-Kahn (Sociology), Kamilla Naidoo (Sociology), Gudren Lier (Hebrew), Victoria Graham (Politics), Gert Kruger (Psychology), Juan Klee (Historical Studies), and Kefilwe Ditlhake (Community Development).

Success rate by programme

The pass rate in both the undergraduate and postgraduate programmes is pleasing. The successful undergraduate pass rate can best be ascribed to the various initiatives and interventions made by the Vice-Dean Academic, the various teaching-related committees, and the enormous efforts being made by our cohort of dedicated lecturers. The success in the B Social Work degree is an exceptional 93%. The honours pass rate of almost 93% is as a result of a renewed focus of ensuring that candidates complete their research essay on time. The master's and doctoral pass rates reflect our close attention to each candidate.

Table 20: Faculty success rates by programme

Programme	2010	2011
National diploma	86.8%	85.7%
B Degree	93.8%	92.6%
BA degree	80.2%	79.0%
Honours	89.4%	92.5%
MA Coursework	67.7%	73.6%
MA Research	52.2%	75.9%
PHD	34.2%	116.8%
Total	80.2%	80.8%

Table 21: Humanities graduates 2011

Diplomas	59
Degrees	777
Honours	235
Master's	32
Doctoral	8
Total	1 111

Postgraduate enrolment

The honours, master's and doctorate enrolments all increased during 2011, although the increases could have been more substantial. Ironically, our drive to increase the throughput of postgraduate candidates results in fewer re-registrations each year, which therefore affects the overall enrolment.

Table 22: Postgraduate enrolment Humanities

Programme	2010	2011
Honours	376	393
Master's	273	299
Doctorate	114	118

Research 2011

The following table reflects the research output performance of the faculty.

The 2011 research output in terms of accredited articles (143.31 units) is somewhat higher than 2010 (134.74 units), representing an increase of 8.57%. The ratio of articles published in international journals to those published in South African journals is also rising steadily. This year is the first year in which the number of articles

Table 23: Research outputs Humanities over the last four years

	SA	INTERNATIONAL	Total
2008	66.32	45.83	110.15
2009	67.5	50.47	117.97
2010	71.62	63.12	134.74
2011	70.88	72.43	143.31

published in international journals is higher than those published in local journals, namely 72.43 as opposed to 70.88. The total output submissions to DoHET are reflected in the table below.

Table 24: Research output Humanities

Year	Articles	Books	Chapters	Proceedings	Total Units
2008	110,15	20	11,5	1	142.65
2009	117.97	23.16	6.79	0.5	148.42
2010	134.74	14.86	6.83	2	158.43
2011	143.31	4.42	10.93	1.25	159.91

It is pleasing to note that a larger percentage of the total output for 2011 comprises accredited articles, rather than books, chapters in books and conference proceedings. While the latter categories of output are important in the Humanities, and will remain so, these outputs are not as clear-cut due to DoHET's lack of disclosure of the successful claims in these categories.

Postdoctoral research fellows

The Postdoctoral Research Fellowship Programme (PDRF) is critical for a steady increase in research output, and for contributing to the intellectual profile and activities in the Faculty. In 2011 there were 21 PDRFs in the Faculty. These fellows are hosted in the following Departments and Centres: Sociology, Politics, Anthropology and Development Studies, Greek and Latin Studies, Philosophy, Religion Studies, Centre for Sociological Research, Centre for Social Development in Africa, Centre for Culture and Language in Africa and The South African Research Chair in Social Change.

Rated researchers

The Faculty intends to create a steady annual increase in rated researchers. The NRF-rated researchers in 2011 comprised the following:

Table 25: NRF rating Humanities 2011

Rating	Name	Rating	Name
A2	Prof. T. Metz	C3	Prof. W. Henderson
B1	Prof. D.J. Geldenhuys	C3	Dr T. Hendricks
B1	Prof. L. Hamilton	C1	Dr D. James
B1	Prof. B.C.E. Hendricks	C3	Prof. Z. Knight
B3	Prof. P. Alexander	C2	Dr M. Lombard
B3	Dr D. Scott-Mcnab	C2	Prof. C.H. Mackenzie
C3	Prof. S.M. Beukes	C2	Prof. L. Patel

C2	Prof. F. Cloete	C2	Prof. K.I. Scherzinger
C2	Prof K Collins	C2	Prof. J.M. Uys
C1	Prof. C.J. Conradie	Y1	Prof. N. Erlank
C3	Dr R. Frenkel	Y2	Prof. R. Smit
		Y1	Dr G. Groenewald
		23	Total

Research Centres

Centre for Sociological Research (CSR)

Prof. Ashwin Desai joined the CSR as Academic Director in September 2011. The CSR engages in a wide range of research areas, including a project on Alternatives in Development (SANPAD) on the township of Chatsworth in Durban; civil society discussions and mobilisations around COP17; racial inequalities in familial and economic institutions and the consequences for adolescents in post-apartheid South Africa; intergenerational relations of African migrants; family wellbeing and resilience amongst Zimbabwean migrants living in Hillbrow, Johannesburg; as well as a collaborative project with the Department of Sociology on 'Contested Youth Identities in Higher Education: A Comparison between Universities in India and South Africa'.

The Centre for Social Development in Africa (CSDA)

Led by Prof. Leila Patel, the CSDA is consolidating its research footprint locally and internationally as a leading research centre in the field of social development. Its diverse research foci contribute to knowledge, strategic thinking, debate, dialogue and critical policy perspectives in government, civil society and in corporate social investment. The release of the CSDA's recent report on the 'Gender Dynamics and Impact of the Child Support Grant in Doornkop, Soweto' has contributed to vibrant public discourse on social protection and poverty-reduction strategies. In 2011, the Centre sustained its track record of accredited research output and has a solid pipeline of accepted accredited journal articles. Currently, 11 students are conducting their postgraduate research on Centre projects. In this way, the CSDA provides a training ground for young researchers. Increasingly, the Centre is a reference point in the Global South for international staff and student exchange and as a collaborating partner in socially relevant research. In 2012, the CSDA intends to build on these strengths and to continue to grow the Centre as a leading social development research site in Africa.

Centre for Culture and Language in Africa (CCLA)

The anthropologist Prof. Thea de Wet became the Director of CCLA in 2011. During the year the Centre re-structured its research activities around four focus areas, namely (i) indigenous knowledge, (ii) urban worlds, (iii) human biological and cultural origins, and (iv) language and culture; each comprising a team leader, research associates and postdoctoral fellows or postgraduate students. The Centre received a number of research grants for a range of projects across the four focus areas. At the end of 2011 plans were in place to upscale research activities in all four focus areas, including increased cooperation with the City of Johannesburg and a number of national and international universities and institutes.

South Africa Research Chair in Social Change

The Chairholder, Prof. Peter Alexander, and his team of researchers focus on South Africa and also engage in comparative study. The core interest is political protests and social movements, and the major project at present is South Africa's Rebellion of the Poor. Two books are forthcoming: one called 'Contesting Transformation' and the other on anti-union discourse in Britain. Four more are under consideration: 'Classifying Soweto', a Durban social movement ethnography, the Anti-Privatisation Forum, and 'Mining Memoirs'. Two recent films made by members of the Unit received international acclaim. The Chair is also organising the Ninth International Mining History Congress. The Unit's diverse threads are pulled together by means of a lively weekly seminar.

Sanlam Centre for Public Management and Governance

The Centre, managed by Executive Director Prof. Christelle Auriacombe, caters for professional public sector capacity building by way of non-formal extra-curricular programmes, cooperative training and research initiatives with local government, industry and societal organisations, workshops and consulting. The Centre provides valuable training in various areas of public management and governance to a number of public sector employees. There is also a strong research arm to the Centre.

Centre for the Study of Democracy

The struggle for democracy in South Africa inspired democrats around the world. But, while it is fifteen years since a democratic system was achieved here, there was, until last year, not a single institute dedicated to the study of democracy in South Africa. The Centre for the Study of Democracy, a joint initiative of the University of Johannesburg and Rhodes University, fills this gap, under the Director, Prof. Steven Friedman. The Centre is dedicated to an attempt to understand democracy and the specific forms it takes within South Africa and on the African continent. To this end, it has developed a substantial research programme. The key component is a programme of research into relations between citizens and the state. Specific areas of focus are:

- An attempt to understand opportunities for and obstacles to citizen participation in democratic governance;
- The role of civil society organisations as vehicles for citizen voice;
- Ways in which citizens who do not participate in civil society organisations make their voice heard in South Africa and other African democracies;
- The role of provincial and local government in the exercise of citizen voice.

Quality assurance

Quality assurance is a broad initiative, and is integral to the total academic function in the Faculty. The Dean and Vice-Deans, together with the interlocking system of faculty committees, are continuously engaged in policy formulation and implementation, and this committee system represents the custodians of academic quality in all of its facets.

The Humanities Quality Committee is responsible for the overall quality assurance of Humanities disciplines and qualifications, and directs the planning of the academic quality reviews in the Faculty.

- Service modules in the Department of Applied Communicative Skills were reviewed, reports were completed and an improvement plan put into place;
- The final planning of the review of The National Diploma in Public Relations and Communications in the Department of Strategic Communication took place in January 2012;
- HEQF alignment: templates were completed to capture all the basic information about whole programmes that are offered in Humanities (i.e. all formal subsidised programmes). Existing programmes were categorised in categories A and B during this process.

Faculty seminars and events

The Faculty launched its public seminar series in 2007. The intention of these lectures/seminars is to create a premier forum for academic discussion and debate. In 2011 the faculty held 15 Humanities public lectures, and speakers included Dr Hein Marais, Moletsisi Mbeki, Patricia Roberts and Stephen Clingman.

The Department of Sociology with the Department of Anthropology & Development Studies hosted a seminar series, which included 30 prominent South African and international speakers in 2011.

As part of the seminar series the Faculty also hosts the annual Helen Joseph memorial lecture. The focus of the lecture is to honour Helen Joseph as an iconic figure, unceasingly committed to the service of others. The keynote address at the 2011 lecture was entitled 'Men and Gender Equality: Between the Urgency and the Confusion', delivered by Dr Gary Barker, International Director of Instituto Promundo, Rio de Janeiro, Brazil and Washington, DC, USA and distinguished researcher and advocate promoting gender equity and reducing violence against women, children and youth.

A number of academic departments, including Philosophy, Greek & Latin, Historical Studies, Afrikaans, and English, among others, hosted scholarly seminars, and the total of academic seminars in Humanities in 2011 exceeded 80.

Humanities prize giving

Annually, the Faculty honours its top achievers at a Humanities Prize Giving event. All those who have graduated *cum laude* within BA, BA Honours and MA programmes, and all doctoral graduates, are recipients of a faculty prize and certificate. The event aims to recognise students for their outstanding academic achievements.

Top Achievers' Club

As part of the UJ Top Achievers initiative, the Faculty also launched a Top Achievers' Club in 2011. The club includes undergraduate students, excluding final-year students, with an overall average of 75% and no subject pass below 70%.

Dean's List

The Dean's List, hosted late in the second semester, identifies those from second-year, third-year and honours' study level who could be potential postgraduate students for the future. Besides delicious food and drink, information on further study, programmes and bursaries is provided, with speeches from prominent lecturers and professors from within the Faculty.

Creative writing prizes

The UJ Prize for Creative Writing in Afrikaans for 2011 was awarded to Prof. Marlene van Niekerk for her short story collection 'Die sneeuslaper', and the UJ Debut Prize went to Nicole Jaekel Strauss, also for a short story collection 'Maal'. The UJ Prize for Creative Writing in English winners last year were Shaida Kazie Ali's 'Not a Fairy Tale' for the debut prize and the main prize went to Ivan Vladislavic for 'Double Negative'.

The Afrikaans Department also hosted the annual N.P. van Wyk Louw Memorial Lecture, presented by Dr Daniël Hugo, well-known radio personality and currently editorial executive at Protea Boekhuis. The title of his lecture was "NP van Wyk Louw en die geestige vers in *Tristia*".

Risk management

During 2011, the greatest potential risks identified in the Faculty included the quality and preparedness of first-time entering students, possible non-compliance with the Rules of Assessment and Invigilation, an insufficiency of academic posts, and insufficient funding for tutors. Various mitigating controls are in place to manage these risks, and there is no area of risk that is currently deemed critical.

Internationalisation

There are currently a high number of individual researcher-to-researcher relationships, between academic staff in our Faculty, and academics in Africa and the global arena, including Europe, the UK, USA, India, China, Brazil and Australia. Broader, faculty-based initiatives and agreements exist with Hyderabad (India), Hong Kong University, Bordeaux 3 (France), Augsburg (Germany), and Renmin (China).

Conclusion

In conclusion and in summary, the Faculty of Humanities is a vibrant, diverse, energetic cluster of intellectuals and students, proud of its curricula and teaching, and proud of its research activities and outputs.

Rory Ryan (Prof.)

Executive Dean: Faculty of Humanities

FACULTY OF LAW

The Faculty of Law of the University of Johannesburg celebrated two special anniversaries during 2011. The first was the fortieth anniversary of its establishment as a faculty in the former Rand Afrikaans University in 1971. The second was the thirtieth anniversary of the opening of its Law Clinic in 1981. A gala dinner was held at the Johannesburg Country Club on 9 November 2011 to celebrate these two anniversaries.

Two events of 2011 linked up in a very special way to the two historical occasions which were celebrated. A year before the formation of the Faculty, the first law degrees were awarded to students who had started studying at RAU in 1969. These were two BLuris degrees and one LLB degree, all three of which were formally conferred by the Faculty of Humanities, since the law lecturers at the time formed a department within that faculty. The recipient of this first LLB degree was Johan Wynand Louw. At the beginning of 2011, the President of the Republic of South Africa, President Jacob Zuma, confirmed the appointment of Adv. Johan Wynand Louw SC as Judge of the High Court of Northern Gauteng. The event that linked back to the establishment of the Law Clinic was the opening, on 12 May 2011, of the Faculty's Law Clinic on the Soweto Campus by the Deputy Chief Justice of the Republic of South Africa, Judge Dikgang Moseneke, and the Vice-Chancellor of the University, Prof Ihron Rensburg. It is only fitting that in this thirtieth year of the establishment of the Law Clinic, the Faculty formally should open a clinic in Soweto, an area that played such an important role in the development of our democracy and the vision of a society based on human dignity, equality and freedom.

South Africa in the late 1960s, the 1970s and 1980s, was a paradox for law students and law lecturers alike. A system of legal discrimination and repression premised on the supremacy of parliamentary statutes operated simultaneously with a sophisticated, uncodified system of Roman-Dutch and English common law based on equity and fairness, values diametrically opposed to those informing these oppressive statutes. The legal order has changed dramatically over the past three to four decades. Poor and vulnerable people have been transformed from objects of administration into the holders of rights. Yet some things did not change, or changed very slowly. The history of the Faculty closely mirrors that of our country.

Compared to the three lecturers who were appointed more than 40 years ago in the Department of Law of the Faculty of Humanities of the former RAU (JC van der Walt, Thys Oosthuizen and Pieter Henning), the position at the close of the academic year on 31 December 2011 was that the Faculty had 35 full-time academic members of staff (excluding the Dean) who were appointed permanently or on a fixed-term contract exceeding one year. There were 13 professors (including a professor emeritus), one associate professor, eight senior lecturers and 13 lecturers. Whilst Dr Pieter Henning was the only holder of a doctorate when the Faculty was established, at the end of 2011 all the professors, the associate professor and two of the senior lecturers of the Faculty had doctorates. With a single exception, the remaining full-time academic members of staff all held master's degrees. Fifteen (43%) of the full-time academic members of staff were female, one foreign and 11 (31.5%) were black. Six had NRF ratings. Twenty-nine full-time non-academic members of staff rendered support services in the five academic departments of the Faculty; the Law Clinic; the Faculty's division administering non-subsidised programmes; the Centre of International Comparative Labour and Social Security Law; and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law. The Faculty uses temporary staff members in its undergraduate programmes by exception only, and deployed one temporary staff member in the traditional law courses, four in the service modules and two who taught both in the traditional law courses and service modules. Most of the serious risks posed to the Faculty stem mainly from the fact that academic talent in law is a scarce resource in South Africa. This means that losing one full-time member of staff has a huge impact on functions like research, community engagement and the generation of third-stream income. The retention of such members of staff is thus a priority, as is the continued development of the younger and less experienced members of staff to enable them to become highly productive in the core functions of the Faculty.

One thousand six hundred and ninety-eight students were registered in 2011 for the Faculty's undergraduate and postgraduate programmes, of whom 35% were white and 65% black. For several years now, the majority of students in the Faculty have been female, and the percentage of female students in 2011 remained at 62%, the same as in the previous two years.

As far as the number of students taught is concerned, the majority of teaching in the Faculty does not take place in respect of the aforesaid 1 698 law students, but in respect of the service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2011, the Faculty offered service modules to 10 013 such students. The success rate in respect of these modules was 76.7%, and averaged out with the 78.4% success rate in the traditional undergraduate law modules to an overall undergraduate module success rate in the Faculty of 77.5%.

In respect of teaching, the Faculty's first-year programme is a model for other law faculties and includes an integrated tutor system, the varied use of technologies in support of student learning, and the promotion of learning communities and collaborative learning. In 2011, the Faculty also introduced a system of writing support and development on second-year level. The Attorneys' Fidelity Fund contributed financially to this initiative. The Faculty's commitment to teaching and learning is demonstrated by Prof. Dawie de Villiers receiving a Certificate of Commendation at the National Excellence in Teaching and Learning Award Ceremony held jointly by the Higher Education Learning & Teaching Association of Southern Africa (HELTESA) and the Council on Higher Education (CHE) in 2011. The Department of Practical Business Law took the lead in South Africa to hold an international conference on teaching law to non-law students. This conference, held from 5 to 6 September 2011, did not only attract prominent law teachers from several South African universities, but even representatives from Australia, India and Finland.

The Faculty's top undergraduate achievers are given the opportunity to participate in local and international moot court competitions, for example, the African Human Rights Moot Court Competition; the Jessup International Moot Court Competition; the Child Law Moot Court Competition and the First-Year Moot Court Competition. On 7 and 8 October 2011, three moot court teams from the Faculty competed against 19 teams from various South African universities and a team from Charlotte Law School in the USA at the 8th annual First-Year Moot Court Competition which was held under the auspices of the University of the Free State at the Bloemfontein High Court and the Supreme Court of Appeal. The Afrikaans team from the Faculty won all the prizes in their category: Best Afrikaans Team, Best Afrikaans Heads of Argument and Miss Elizabeth Sonnekus received the prize for Best Afrikaans Speaker. The Faculty's first-year law students have consistently performed exceptionally well in this competition over the past few years. In addition to formal moot court competitions, all students in the Faculty get the opportunity to prepare written heads of argument and to present an oral argument in the UJ Moot Court as part of their assessment in the courses Introduction to Legal Studies and Law of Civil Procedure. The Faculty considers activities of this nature as an important part of the curriculum and essential in equipping its students with the necessary skills, knowledge and confidence to enter the legal profession.

Last year the Faculty supported one undergraduate student to attend a summer school on human rights implementation at the University of Lucerne, Switzerland, and sponsored a second student, who delivered an address at the International Student Festival in Trondheim, Norway. The Faculty's First Year Committee collected donations for the Woodland Sanctuary.

The Faculty's diversity extends to the socio-economic profile of its students. While attracting students from the top end of the scale who had privileged upbringings and attended the best schools, the Faculty also has students who, for example, live with grandparents who rely solely on social grants. During 2011, the Faculty granted bursaries at an average amount of R18 000 to 11 students who found themselves in this position. Between them, they obtained 26 distinctions. Two completed the LLB degree and two the BCom Law degree. Currently three of them are in their final year and four in their third year. The Faculty also granted 27 meal bursaries during 2011, in terms of which the students received a voucher entitling them to one hot meal per day at Late Harvest in the Student Centre. The need in this regard is increasing year after year since the Faculty started with the scheme in 2009.

Compared to the first three law degrees conferred in 1970, the Faculty conferred 234 undergraduate degrees during three graduation ceremonies held in 2011. 10.2% of registered students were postgraduate students in 2011. One doctoral degree was conferred in 2011, while 14 students were registered for such degree. One

hundred and sixty students (125 in 2010) were registered for master's studies, and 28 master's degrees were conferred in 2011. A food and wine evening was held on 22 July 2012 to celebrate the success of those who had completed their postgraduate studies.

In 2011, the Faculty presented 15 non-subsidised programmes ranging from short courses to certificates and prestigious diplomas. The Faculty's non-subsidised programmes provide members of the public, postgraduate students, civil servants, legal practitioners and alumni with specialised training in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, banking law, social security, environmental law and the drafting of statutes. Several of the programmes are presented in two year cycles and are comprised of more than one module. In 2011, the enrolment for the modules in these programmes was 1 773. Of these, 1 072 students completed the programmes they registered for in 2011. The programmes drew students from several African countries, mostly from the SADC region, but also from countries farther afield. The programmes generated an income of R13.5 million, which resulted in a net surplus to the Faculty of R1.5 million. However, more than R1 million thereof is earmarked for the Law Clinic.

During its forty years of existence the Faculty has always given due recognition to its top achievers. The annual Prestige Evening is a prize-giving function which has become an established event on the Faculty's calendar. Almost all of the top large commercial South African law firms sponsored prizes and bursaries (some as high as R30 000 per student) for purposes of this function. The occasion has developed a *gravitas* of its own and provides a firm link between the Faculty and its sponsors, alumni, student prize winners and their parents. The event is attended by a range of stakeholders, including members of the judiciary, bar, side bar and business world. During the Prestige Evening held on 19 May 2011, awards, prizes and bursaries were awarded in 69 categories to 94 recipients.

The Faculty's partnerships with local firms of attorneys and auditors translate into several practising attorneys and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. The Faculty and its members are rendering assistance to the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities. Several of the Faculty's lecturers were involved in coordinating and presenting LEAD programmes. The Faculty's relationship with the profession enables it to work closely with various law firms in, for example, securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. A great number of law firms and other organisations within the legal industry attended the annual UJ Law Career Day on 10 May 2011. This event is hosted by the Faculty and PsyCaD jointly. The Faculty's relationship with stakeholders in the industry benefits not only the Faculty and academic staff members but ultimately its students. The bridge that the Faculty seeks to build between its potential graduates and legal practice includes inviting members of the judiciary to visit the Faculty and meet our students. During 2011, Judge Johan Froneman, a sitting judge in the Constitutional Court, presented a lecture on real security rights and the interaction between sections 25 and 26 of the Constitution to the Faculty's third-year students.

During 2011, the Faculty concluded an exchange agreement with the National Law University in Jodhpur, one of the top law schools in India. It also renewed its exchange agreement with the University of Augsburg in Germany. In addition, the Faculty had active exchange agreements with five other foreign universities, namely the Free University in Amsterdam (the Netherlands), Saarland University (Germany), the University of Antwerp (Belgium), Yeditepe University (Istanbul, Turkey) and Reykjavik University (Iceland). Apart from this, the Faculty and its members have other strong international relations, as evidenced, among other things, by the number of foreign visitors hosted annually by the Faculty. During 2011, this included delegations from China, Liberia, Germany, Austria, Switzerland, the Netherlands, Belgium, Australia and the United Kingdom. In addition, the Faculty serves as an Information Centre for the Hague Conference on Private International Law in terms of a formal agreement. The international stature of the Faculty is enhanced by the achievements of its graduates on the international stage. An example is Judge Albert Hoffman, who holds three law degrees from the Faculty – BProc (1979), LLB (1982), and LLM *cum laude* (1987). In October 2011 he was elected as the Vice-President of the International Tribunal for the Law of the Sea (ITLOS) to serve a three-year term of office. The Tribunal settles disputes arising from the United Nations Convention on the Law of the Sea.

The number of subsidy-generating publication units in respect of articles published by members of the Faculty was close to 60 in 2011. Four faculty members co-authored two complete books, one of which will hopefully generate research subsidy. Faculty members were involved in updating two standard law text books and contributed 14 chapters in books. Members of the Faculty have been responsible for several other publications. These include fourteen articles in non-accredited journals, several book reviews and the updating of loose-leaf publications. Faculty members presented almost 100 research papers at conferences, symposia, workshops and the like, more than 30 of them abroad. The Faculty presented more papers than any other faculty at the International Conference of the Association of Law Teachers of Southern Africa held in Stellenbosch in January 2011. During that occasion Adv. Mispa Roux from the Faculty won the award for the Best First-Time Presenter. Other research activities include three public lectures presented by eminent foreign legal experts and two public workshops held on current legal matters.

The Faculty had four active research centres in 2011, namely the Institute for Private International Law in Africa, the Centre for Banking Law, the Centre of International Comparative Labour and Social Security Law (CICLASS) and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), which is based at the Old Fort on Constitutional Hill. These research centres produced publications, arranged seminars and submitted reports to national and international bodies. Some of them were also involved with the training of students by way of non-subsidised programmes.

Of particular note was the Annual Banking Law Update, held on 4 May 2011. The Centre for Banking Law arranged this event, which has been presented uninterruptedly for more than two decades.

CICLASS, in partnership with the Southern Africa Trust, the International Labour Organisation and with support from the Flemish Government, organised a public dialogue on Cross-border Migration and the Portability of Social Security Benefits on 25 March 2011 in Pretoria. The purpose of the dialogue was aimed at discussing critical issues arising from the increased movement of people in the region in general and South Africa in particular, and how these affect their entitlement and access to social protection. The dialogue brought together government representatives from Lesotho, Mozambique and South Africa, government agencies, trade unions, research centres and civil society organisations. A workshop on Domestic Work and Labour Law took place on 28 February 2011 at UJ, APK Campus. The workshop, which formed part of CICLASS's community outreach programme, was targeted at the University's staff members.

A project on cultural diversity, constitutional values and social justice in the conflict of laws is one of several projects of the Research Centre for Private International Law in Africa. This particular project was started years ago and culminated in five lectures and a seminar presented by the Centre's Director on invitation at the Hague Academy of International Law, from 1 to 5 August 2011. The lectures will be published in the prestigious 'Recueil des Cours de l'Académie de la Haye'. Related lectures were delivered at the University of Stellenbosch and at the Constitutional Court.

SAIFAC, which receives generous funding from the University Research Committee, organised a number of highly successful colloquia and conferences. These included a day seminar on the right to basic sanitation held on 12 August 2011 at Constitution Hill. It adopted a multi-disciplinary perspective which involved engineers and business-people. A two-day symposium on religious rights and freedoms held from 15 to 16 September 2011 at Constitution Hill provided the catalyst for discussion and scholarship on this important issue and will result in a special edition of the 'South African Journal on Human Rights'. A day seminar on international environmental law held on 25 November 2011 at Constitution Hill focused on climate change and attracted much interest given the COP17 conference on climate change that occurred shortly thereafter. SAIFAC's year ended with a seminar held on 9 December 2011 at Constitution Hill evaluating the work of the Constitutional Court during the previous year with a high profile guest, Jack Ginsberg, from the University of Chicago. SAIFAC continues to enjoy a very positive relationship with the Konrad Adenauer Stiftung, which has supported many of these initiatives financially.

To promote constitutionalism and human rights more widely in society as a whole, SAIFAC worked together with Constitution Hill, the Constitutional Court Law Clerks and the Gauteng Debating League to educate learners in

an exciting manner concerning the Bill of Rights. The project in 2011 involved 24 schools being given workshops on debating. Those schools then participated in a debate. Twelve of the schools were selected for the quarter and semi-finals, which took place on Constitution Hill. Here, the learners were given a history lesson on the Hill and Constitutional Court as well as a workshop on the Bill of Rights. The finals also took place in this historic venue. All in all, many bright learners participated in the debating series and learnt how to argue about matters in the Bill of Rights.

The Faculty is particularly proud of the Law Library. The senior members of the Faculty ensure that the collection is maintained and continuously expanded to allow the academic members of staff to remain at the cutting edge of their disciplines and enable the researchers to produce publications of international stature. Foreign visitors are highly impressed by the Law Library and confirm that it is a world-class one. The Faculty has a close relationship with the law librarians and value their contributions to the success of the Faculty, including the training they provide to our undergraduate and postgraduate students.

The Dean's Committee of the Faculty of Law is the management committee of the Faculty. It operates within UJ policies. The committee normally meets twice a month during the academic year. The standing points on its agenda include quality, research, ethics, higher degrees, marketing, staff matters, financial matters, recognition of prior learning, faculty administration, academic matters, community service and transformation. This system has worked well in the past because the Dean, Vice-Dean, Head of Faculty Administration and all the heads of departments are members of the Dean's Committee.

The Faculty's finances are sound. Reserve funds which have mainly been built up from third-stream income over the years, are utilised for causes including supporting research, the appointment of additional staff, bursaries for students, improvement of infrastructure and equipment, building of international relations, marketing of the Faculty and the continuous improvement of the Law Library.

The establishment of the Law Clinic 30 years ago was perhaps the strongest response of the Faculty to the paradox created by the oppressive legislation of the past functioning within a sophisticated uncodified common-law legal system rooted in equity and fairness. The concept on which the Law Clinic was based was to use the law as a tool to have an impact on the lives of South Africans affected by oppressive legislation. Despite the dramatic changes in the legal order, poverty and inequality did not disappear and new problems appeared, particularly HIV/AIDS. Ten years ago Mr Justice Cameron stated in a judgment that the law is a scarce resource in South Africa, and justice is even harder to come by. Today the Legal Aid Board, non-governmental organisations and the law clinics at universities very often remain the only recourse to both of these. From a humble beginning of 18 students (including the current Dean of the Faculty) in 1981, the Faculty committed 245 of its final-year LLB students for service to the community in 2011. Students received practical training at three law clinics on the Doornfontein Campus, the Kingsway Campus and the Soweto Campus, the latter Campus housing the only custom-built law clinic in the country. During 2011, students and staff held over 1 700 consultations at these clinics, more than half at the Soweto clinic. The clinic rendered valuable community service and students received practical training at the same time. The international recognition of the clinic was evidenced by a delegation from Liberia, including the Dean of the Arthur Grimes School of Law at the University of Monrovia (the only law school in Liberia), a representative of that country's Law Reform Commission and Liberian legal practitioners visiting the clinic on 21 September 2011. The purpose of their visit was to observe the way in which our clinic functions in preparation of the opening of the first university law clinic in Liberia.

Members of the academic staff engage continuously with the Faculty's stakeholders and the community. This includes presenting talks to attorneys, auditors, public and private enterprises, and cultural and religious organisations. Members of the Faculty also contribute to public debate in various types of media. Members of the Faculty are called upon to provide leadership and technical assistance inside and outside the University and in both the local and the international arenas. They do so in various capacities, including as members of workings groups, steering committees, editorial boards and discipline-related societies.

This paradox referred to earlier also informed one of the first articles published when the Faculty launched, in 1976, together with Juta, the 'Journal of South African Law' (better known by its Afrikaans acronym 'TSAR – Tydskrif vir

die Suid-Afrikaanse Reg'). Prof. I.G. Rautenbach's article on "The concept of human rights as systematising factor in South African public law" was years ahead of its time in South Africa. Since its launch in 1976, a symbolic year in our country's history, the journal has grown into one which has recently been included on an internationally acknowledged leading list of accredited journals (in the Social Sciences Citation Index – SSCI – under the auspices of Thomson-Reuters in the US). The journal appears punctually four times a year and is published by Juta Publishers. It is one of South Africa's most voluminous journals and consisted of 840 pages in 2011. Fifty-four academic articles that met the stringent double-blind peer-vetting requirements were published, including nine from foreign contributors. This is a clear indication of the internationally accepted standing of this journal and no other first-league South African legal journal can boast of more foreign contributors. The contributions in the journal have been quoted (and often followed) by our courts in reported judgments over the years, including by the Constitutional Court. Every rated legal text book on South African law contains numerous references to and citations of contributions that have been published in 'TSAR'. Contributions published in this journal are also often cited in international publications. By becoming in 2009 one of only a handful of South African law journals to be included on an internationally acknowledged list of accredited journals, the scholarly content of the journal was recognised internationally. This stature was further enhanced by the inclusion of the journal in SCOPUS, the largest abstract and citation database of research literature and quality web sources covering nearly 18 000 titles from more than 5 000 publishers, including 16 500 peer-reviewed journals in the scientific, technical, medical and social sciences (including the arts and humanities) fields. The aforesaid is clear proof of the very significant 'foot print' or impact of this journal. 'TSAR' acts as a proud ambassador for the University of Johannesburg by flying the University's banner in many a foreign research collection.

While the smallest of the nine faculties of the University in terms of some indicators, the activities of the Faculty in 2011 show that it does not allow this fact to define it.

Patrick O'Brien (Prof.)

Executive Dean: Faculty of Law

FACULTY OF MANAGEMENT

Future fitness

The 2011 Faculty of Management Annual Report presents a change in strategic direction, informed by global changes, notably the managerial and leadership qualities demanded by successful emerging economies. Furthermore, we have accounted for UJ's emerging strategic intent to evolve into "an international university of choice, anchored in Africa, dynamically shaping the future".

The Faculty now envisions the "development of sought-after organisational leaders creating legacies" with day-to-day activities aimed at "developing future-fit leadership". For us, future fitness centres on creating a learning environment where lecturers and students alike formulate sensible future-orientated questions, source appropriate information, and action sustainable solutions.

The past year was marked by internal discipline in sparking the evolution of a dynamic community of intellectuals tackling management and leadership challenges by working closely with the public and private sector. Staff members showed a remarkable response to improve on the effectiveness and efficiency of our undergraduate teaching and learning practices, as well as our research and postgraduate experience.

A team of 384 educators and administrators touched the lives of some 13 000 students. Five doctorates, 54 master's degrees, 239 honours degrees, 908 bachelor's degrees, 746 national diplomas and over 1 800 Professional

Development Certificates were conferred. Revenue from subsidies and tuition fees amounted to R268 million. A further R54 million was generated by commissioned research, grants and professional development programmes and R11 million through the hospitality and conference services offered by the School of Tourism and Hospitality. Research output grew from 68 credits in 2010 to an estimated 117 credits. We hosted seven international conferences themed on job creation, attended by 2 500 people, representing 43 countries.

Quoting large numbers and innovations may sound grand, but the views of our graduates and their families count most. A mother wrote: "I dearly thank you for contributing to shaping my daughter's career path. I trust that your graduates will continue to be admired wherever they are placed – for they went through able hands. Keep up the good work."

The first step of the Faculty of Management's future-fit journey has been taken. The Faculty Management Committee expresses our sincere appreciation to each student and member of staff as well as every UJ and external stakeholder for investing in the future fitness of the Faculty of Management.

Developing future-fit leadership

The Faculty of Management may be compared to a fleet of ten departments, two research-based centres and an institute; as well as two centres focused on small business and social entrepreneurship development, operating on all four UJ campuses. The radar keeping the Faculty fleet aligned to its vision consists of five strategic measures:

- Worthy entrants, defining the recruitment of quality staff and students.
- The Faculty teaching and learning experience, taking centre-stage in preparing 9 000 full-time students and a further 5 200 employees and small business owners enrolled in a range of 112 industry-customised professional development programmes.
- Great job prospects, addressing the career aspirations of graduates and members of staff.
- Our postgraduate and research experience, preparing 1 000 postgraduates to solve macro problems within organisations.
- Credible organisations, guiding our association with sustainable, people-orientated organisations where our graduates will continue life-long learning.

The Faculty brand is grown through partnering for future-fit leadership. Our behaviour aligns to our value of being ahead of our game; in how we promote academic integrity and drive value-adding partnering, inspire each other towards continuous learning to be, and by being culturally and diversity sensitive. Our strategy empowers us to contribute to an improved global, continental and local managerial landscape.

Worthy entrants

An internal review of undergraduate programme efficiency revealed the probability of graduating within the required years of study varies considerably over programmes from 43% to 85%. In attempting to up our undergraduate performance, the Faculty has implemented revised student selection criteria and procedures. In addition the Faculty's Enrolment Plan for 2012 considered industry demand by equalising the intake of first-time entrants in diploma and degree programmes, planning a 5% year-on-year growth in honours enrolments feeding the industry demand for our master's graduates. Doctoral programmes will be maintained at 100 enrolments. In addition, the Department of Operations and Quality Management with their focus on manufacturing, was transferred to the Faculty of Engineering and the Built Environment. In improving organisational efficiency, the Department of Entrepreneurship merged with the Department of Business Management.

In the course of 2011, new appointments included four administrators, 10 lecturers, two senior lecturers, one associate professor, two heads of school, a director and a Vice-Dean: Research. Strategic appointments included Dr Sydney Mufamadi, former Minister, as the Director of the School of Leadership; Dr Diane Abrahams, former Deputy Director General in the National Department of Economic Development, as Director: School of Tourism and Hospitality; the renowned Dr Susan Steinman as the Director for the Centre of Social Economy and Social Entrepreneurship and Prof. Mercy Mpinganjira as Vice-Dean: Research. Of these appointments, 67% hailed from designated groups, with a further 19% being foreign specialists. Recruits are well qualified and enrich our Faculty with extensive experience.

Faculty teaching and learning experience

Our core contribution to the managerial landscape is reflected in the large number of new generation managers and leaders who have graduated. During 2011, 746 national diplomas, 908 bachelor's degrees, and over 1 800 Professional Development Certificates were conferred. What makes our graduates special? Our future-fit teaching philosophy guides our students to explore what it takes to manage and lead in a diverse and divided world. Graduates' understanding of what it takes to solve complex problems and the importance of adding value to the lives of others are fostered through community engagement programmes touching the lives of thousands of people, for example, the Students in Free Enterprise initiative. We invested in enriching the undergraduate experience through the establishment of the Centre for Social Entrepreneurship and the Social Economy aimed at exposing undergraduates to the dynamic of social entrepreneurship. In all, the Faculty has 32 projects involving non-governmental organisations, small, medium and micro enterprises (SMMEs), and community-based organisations.

Teaching and learning quality is driven via different Faculty Committees and through the dedicated efforts of the respective heads of department. Our Faculty Quality Committee takes a longer term approach in improving undergraduate efficiency by evaluating all undergraduate programmes towards 2015. This Committee also considers short-term measures, such as the Student Success Rate standing at 76% which means that students pass about eight out of every 10 modules. Monitoring success rates helps to identify early signs of pending failure and providing timeous support to students. Such actions are reflected in our Orientation Programme; having successfully piloted the Safenet project; providing an extended First-Year Experience; an extensive Tutor System and a transparent approach in managing appeals from students who were excluded from continuing their studies based on poor performance. Overall, an amount of R9.3 million was invested in supporting students and staff in achieving credible qualifications. This investment makes sense when considering that 59% of our first-year students are first generation university entrants in dire need of being socialised into the demands of tertiary education.

Work-integrated learning (WIL) continues to be recognised as a strategic strength of diploma programmes and remains a high priority in the Faculty's Quality Plan. Improvements have been made with WIL in that all departments now ensure that undergraduate students attend career preparedness workshops offered by PsyCaD.

In contributing towards the equitable provision of reputable management education over all UJ campuses, the Faculty now offers three national diplomas, three degrees and a master's programme with specialisation in Leadership in Developing Economies on the Soweto Campus. The office of the School of Leadership has also been established at the Soweto Campus.

Great job prospects

In providing credible qualifications, the team of 384 staff members consist of 148 permanent and 65 contracted academics and 116 permanent and 55 contracted administrators. The equity profile of the Faculty shows that 43% of permanent members of staff represent designated groups, with an equal gender distribution. About 53% of temporary staff members represent designated groups and three per cent foreign appointments. About 31% of permanent academics represent designated groups and five per cent foreign appointments.

Of the permanent academic staff, 49 hold doctorates and 71 master's degrees. By the end of 2011, 14 members of staff had achieved their master's degrees by means of a university career support programme of whom five are already continuing with their doctorates. This result signals an excellent return on our investment into staff career development to be continued in 2012. At present, 11 colleagues are still pursuing their master's degrees. The Faculty of Management gratefully acknowledges support offered by the UJ Unit for Academic Development and Support and the UJ Postgraduate Centre in the form of workshops, seminars and monitoring.

Promotions from lecturer to senior lecturer included Dr Paul Laughton (Information and Knowledge Management) and from senior lecturer to associate professor, Prof. Mercy Mpinganjira (Marketing Management), Prof. Werner Havenga (Industrial Psychology and People Management) and Prof. Tanya du Plessis (Information and Knowledge Management).

An important development in enhancing job satisfaction is the promotion of multidisciplinary team research. We observe that positive work identity is fostered when academic members of staff collaborate in designing innovative organisational solutions. This approach also keeps us in touch with reality and adds future fitness to our lectures. In 2011 alone, the Faculty's 170 specialists generated contract research, grants and professional development programmes to about R48 million with research output growing from 68 credits in 2010 to an estimated 117 credits in 2011.

Our postgraduate and research experience

During 2011, 239 honours degrees, 54 master's degrees and five doctorates were conferred. This slightly declined postgraduate result prompted an internal review of postgraduate efficiency. The result indicated the probability of graduating with an honours degree in the required time at 69% to 91%. The probability of succeeding in our master's programmes within an acceptable time ranged even wider from 33% to 100%, and within our doctoral programmes, from 30 to 67%. Even though the internal efficiency of our postgraduate programmes performs above the University average, our Faculty Higher Degrees Committee now addresses the improvement of our postgraduate contribution. Selection, supervision practices and postgraduate student support measures are all being reconsidered and benchmarked. It is concerning, however, that the Faculty has limited postgraduate supervision capacity and is in need of growing its pool of nine associate professors and 19 professors in order to deliver on growing supervision demands.

The internal review motivated additional investment from Faculty Trust Funds. The Faculty Research Committee made 35 grants to the value of R791 061 available to fund, for example, projects (R510 700) and international conference attendance (R226 326). An additional R2 million was jointly invested by the University and the Faculty in upping the internal efficiency of our postgraduate system. These investments, combined with a much-improved industry-orientated focus, generated six spin-offs.

- i) Our research output improved dramatically from 48 subsidy units in 2009, to 68 units in 2010 to a most satisfactory 117 units in 2011, exceeding target by 30%. The majority of our research output is based on applied research aimed at improved public and private sector performance.
- ii) Our MCom programme was rated by industry among the top three presented by South African faculties of commerce (PMR Africa Review 2011).
- iii) The Professional Board of Psychology of the Health Professions Council of South Africa granted full accreditation of our master's programme in Industrial Psychology. The panel commended postgraduates' views on being recognised as partners in pursuing an outstanding academic journey and our drive towards continuous improvement and innovation.
- iv) The verification visit by the SA Board of People Practices as Education and Training Quality Assurer (ETQA) fully accredited our HRM Qualifications and commended our standards.
- v) The investment boosted the Faculty's research capacity by helping to maintain 11 national and 19 international active partnerships, mostly operating through three research-based centres, namely the Centre for Information and Knowledge Management, the Centre for Work Performance, and the Institute of Transport and Logistics Studies (Africa) (ITLS Africa). The Centre for Work Performance manages postgraduate students in the Department of Industrial Psychology and People Management. ITLS is heavily involved in major commissioned research projects addressing the paucity of skills in the transport arena.
- vi) Research projects were supported by visiting professors Yu Suiran, (Shanghai Jiao Tong University, Shanghai, PR China), Justin Yifu Lin (Sr Vice President and Chief Economist, World Bank), David Hensher (Institute of Transport and Logistics Studies, University of Sydney), Göran Svensson (Oslo School of Management), and Patrick Gunnigle (Professor of Business Studies and Director: Employment Relations Research Unit at the Kemmy Business School, University of Limerick, Ireland).

The Faculty also hosts six journals, all accredited by the Department of Higher Education and Training. We also take pride in four members of academic staff now serving as editors of leading journals in the field of business management: Prof. Wilfred Ukpere – 'African Journal for Business Management'; Prof. Leon J. van Vuuren – 'African Journal of Business Ethics'; Prof. Gert Roodt – 'SA Journal of Human Resource Management' and 'SA Journal of Industrial Psychology'.

Credible organisations

In staying in touch with global best practice, the Faculty partners with organisations caring about people. These partnerships enabled the Faculty to host seven international conferences on job creation in the course of 2011. Over 2 500 people from 43 countries participated in considering solutions to entrepreneurship and social enterprise development, poverty alleviation, global knowledge management, leadership in emerging economies, as well as competition and ownership issues in land passenger transport. Seven national ministers and renowned executives participated as key note speakers in our public events debating sustainable economic development.

The Faculty also takes pride in its governance standard. The members of Faculty Administration ensure consistency and fairness in decision-making through strict adherence to UJ governance procedures. Registrations for 2011 achieved the 95% on-line target. Our Faculty's nine graduation ceremonies portrayed professionalism and a human touch. The Faculty is also commended for the quality of research output data presented to the UJ Research Office. We are currently addressing the consistency of assessment practices over campuses.

Risk management

The Faculty is greatly concerned about the dwindling pool of matriculants from which Gauteng-based universities can select. Analysis of Gauteng pass rates in subjects prerequisite to BCom admission from 2009 to 2011 reflect that the number of students who have achieved a minimum of 50% in the matric subject Accounting has dropped gradually by 3 465 matriculants (17%); Economics by 5 887 matriculants (25%) and Mathematics by 6 472 matriculants (24%). This implies fierce competition among universities in attracting appropriate students through market reputation, attractive bursary schemes and communicating convincing information to target markets. Admission responsiveness, networks supporting critical career decisions prior to Grade 11 and intangible value-add demonstrated through service excellence, needs to improve.

Talent retention in the Faculty of Management is considered a high risk. The highest risk group are highly talented, non-designated individuals, notably academics between the ages of 30 to 40. The individuals tend to weigh the time and energy investment towards achieving a doctorate against the net gain from self-employment or private sector benefits. A blind spot is found in that we ignore that the retention of non-designated individuals deserve as much attention as the recruitment of designated individuals. Senior academics between the ages of 40 to 50 are actively head-hunted by competing universities who are willing to promote candidates based on potential, rather than actual output. Some universities seem to consider the recruitment of non-designated specialists in scarce-skill areas by means of promotion as more important than the achievement of equity targets.

The Faculty also believes that a more balanced approach in investing scarce financial resources and acknowledging excellence is required. More specifically, the higher investment in research development seems to have neglected support to teaching and learning activities. The latter still embodies the core, yet less glamorous function in the Faculty, and requires our attention in 2012.

Staff members experience appointments and promotions as areas that concern them as far as their career development is concerned. The Faculty has conducted an extensive review of promotions and appointment criteria and has now included a career trajectory promoting excellence in teaching. Personal and professional development has now become a strategic thrust in the Faculty.

On the community engagement front, projects still tend to be fragmented. There is also a need for perhaps fewer but better coordinated Faculty thrusts so that energy is not dispersed over a wide front with the risk of compromised accomplishments.

The Management Committee of the Faculty is also concerned that generalised communication strategies may promote public misperceptions of UJ being an easily accessible university offering a comprehensive range of lower-quality programmes. A more focused marketing strategy differentiating the career options fostered by diplomas and degrees, by undergraduate, postgraduate and professional development programmes is recommended. The UJ community can indeed take pride in its core competence and achievements.

Sustainability

The cruel realities of the global economic downturn reinforced that every managerial decision has some or other impact on our internal and external stakeholders, our sensitive interconnected ecological systems and manner in which we generate profit. Consequently, the Faculty of Management reflected on the conscious and unconscious impact of its existence on other subsystems. The Faculty is now engaged in finding ways to combine profitable operations with careful attention to the well-being of both students and staff while staying focused on careful stewardship of Faculty resources. Moreover, the Faculty of Management commits to demonstrate that it lives the theory of sustainability in ensuring appropriate output. This strategy extends to include community engagement where members of staff and students volunteer in adding value to communities affected by our existence.

The way forward

In conclusion, the Faculty of Management's future-fit identity focuses our time, energy and talent on the development of sought-after organisational leaders creating legacies. The five strategic measures contained in our strategic radar will stand the Faculty in good stead in growing into a Faculty of choice. The Management Committee expresses its sincere appreciation to every student and member of staff for their respective future-fit contributions.

Daneel Van Lill (Prof.)

Executive Dean: Faculty of Management

FACULTY OF SCIENCE

Introduction

The vision of the Faculty of Science is to be a diverse and dynamic faculty, which innovatively creates new knowledge and develops leading scientists and technologists.

The commitment of the Faculty to the realisation of the vision, mission and strategic goals of the University and the Faculty is demonstrated by the achievements of the Faculty during 2011. The Faculty succeeded in achieving its key objectives in a number of critical areas. These include: creating an enabling environment to staff and students; elevating the staff profile of the Faculty; enhancing the learning experience of our students; increasing our postgraduate enrolments; improving success rates; enhancing the research profile of the Faculty – in terms of both the quantity and quality of research outputs; and advancing the impact of the Faculty in terms of its public and community engagement and through its marketing endeavours.

Notable events

Approximately twenty notable individual academic national or international achievements have reference and are reflected in the Faculty's Annual Report.

Staff profile

During 2011 staff of the Faculty were housed on four campuses of the University. The table below depicts the staff distribution per campus in 2011. Support staff comprise research, technical and administrative staff and represents 34% of all staff, compared with 29% in 2010 and 30% in 2009.

Table 26: Staff distribution per campus: Faculty of Science

2011	Category	APB	APK	DFC	SWC	TOTAL
Academic	Permanent	2	104	45	1	152
	Contract		8	1		9
Support	Permanent	1	58	19		78
	Contract		6			6
Total		3	176	65	1	245

With respect to the permanent academic staff complement, the Faculty showed a marked improvement in its qualification profile as depicted in the table below. This trend will continue as many more staff members were engaged in further study during 2011 and scholarship development was actively pursued. Several staff members improved their research profile through involvement in research activities under the mentorship of established researchers.

Table 27: Qualification profile of permanent academic staff: Faculty of Science

Qualification Profile	2008	2009	2010	2011
D degree	50.7%	55.2%	58.3%	61.6%
M and D degree	91.5%	93.8%	95.4%	96.0%

The race profile of permanent academic staff has also improved from 2010. Currently 36% of permanent academic staff are black (in comparison with 29% in 2010 and 26% in 2009). The gender profile showed an increase in female staff to 40% in 2011 compared with 38% in 2010 although it was 41% in 2009. Of the permanent academic appointments made in 2011, 64% were from the designated groups.

Teaching and learning, academic programmes

The Faculty has embraced an enrolment management strategy that focuses on access for success. After admission, first-time students are introduced to higher education by means of several support initiatives, including an academic orientation. At-risk students were identified within the first month of 2011, were interviewed and then provided with additional support.

The First-Year Academy in the Faculty of Science, established at the end of 2007, functioned well during 2011. Among others, the following academic issues were discussed extensively and addressed during 2011: structured interventions for at-risk modules, new trends in teaching methodology, the increasing use of communications technology, undergraduate research and special attention to the top-performing students. Attention has been given to inform lecturers on the current school curriculum and the profile of first-time entering undergraduate students.

A number of programmes and modules were amended during 2011 to improve the quality of our offerings. The extended programmes in particular received serious attention.

Enrolment figures of formal contact students per campus are indicated in the table below.

Table 28: Enrolment figures per campus (formal contact): Faculty of Science

2011 Enrolments	APK	DFC	TOTAL	%
Undergraduate	2 207	612	2 819	80%
Postgraduate	630	68	698	20%
Total	2 837	680	3 517	
%	81%	19%		

- The 2011 intake represents an increase of 21% on the 2010 undergraduate enrolment figure. It is pleasing to note that the initiatives from both the Faculty and the University to increase postgraduate numbers yielded an increase of 40% from 2009 to 2011 in postgraduate enrolments and an increase of 20% on the 2010 enrolment figure.
- Postgraduate enrolment in 2011 remained at 20% of the total enrolment, as it was in 2010 (in comparison with 17% in 2009). Master and doctoral students make up 66% of the total number of postgraduate students.
- International student enrolment in 2011 is 6% of the total enrolment and represents an increase of 22% on the 2010 international student enrolment figure.
- The component of black students has increased steadily over the last few years. In 2011 86% of undergraduate students were black (in comparison with 82% in 2010 and 80% in 2009); and 58% of postgraduate students were black (compared with 53% in 2010 and 43% in 2009).
- Due to a number of interventions, the average success rate in undergraduate programmes improved by 3.2% to 72.9% in 2011, while the success rate of first-time entering undergraduate students has increased by 3.6% to 71.8% in 2011.
- The throughput and success rates in some modules (at all levels) are not satisfactory. It is expected that the initiatives implemented such as the First-Year Academy and increased tutoring will yield further improvements in 2012.
- Extended programmes succeeded in widening access to the Faculty in an academically responsible manner. The Faculty also focused on intervention programmes for the specific use of school teachers in Mathematics and Science which provide opportunities for teachers to get acquainted with new content presented by subject specialists. The new model for the offering of extended undergraduate programmes in the Faculty which was implemented in 2011 and which includes a bridging component on Grade 12 content in the subjects of Mathematics, Physics and Chemistry, yielded a success rate of 77.1%, i.e. an increase of 3.8% on the 2010 results and an increase of 16.5% on the 2009 results.
- The Faculty's limited number of non-subsidised academic programmes is offered mainly in the Academy for Computer Science and Software Engineering, and the Departments of Mathematics, Geology, Zoology, Food Technology and Geography, Environmental Management and Energy Studies.
- The departments that have WIL in their programmes are Biotechnology, Chemical Technology and Food Technology, all of which achieved a 100% placement rate for their students.

Research

The Faculty has submitted a subsidy claim to the Department of Higher Education and Training (DHET) of a total of 196.19 research units. This number represents an increase of 44.8% on the 2010 output (of 135.48 units) and an increase of 65.3% on the 2009 output (of 118.66 units). A remarkable achievement is that the total research output of subsidised units has increased with 171% from 2005 (72.36 units) to 2011; and that the per capita output of permanent academic staff has increased from 0.4 in 2005 to 1.3 in 2011. In line with the Faculty's drive to enhance its international footprint, it is pleasing to note that 85% of the total units for 2011 were published in international journals.

The units for 2011 according to the subsidy categories are as follows:

- Journals: 160.75
- Proceedings: 22.58
- Books: 5.3
- Chapters in books: 6.56

Research activities of the Faculty are also illustrated by the following measurable outputs:

- Participation in a total of 184 research projects in 2011.
- In 2011 40 research-orientated visits were undertaken to other countries.
- A number of new formal agreements were signed in 2011, involving both national and international collaborators.
- Four patents were applied for in 2011. Two by Professor SH Connell on 'Detection of explosives by Positron Emission Tomography' and on 'Quantum security' in diamond physics; one by Professor R. Meijboom and

Dr M.J. Cronjé on 'Silver complexes as anti-cancer agents'; one by Dr L.A. Piater and her associates on the 'Isolation of a protein responsible for uranium microbial reduction and transformation'.

- Two hundred and twelve addresses were delivered at international congresses and seminars. Of these addresses, 122 were at events outside of Africa, 18 were at events in Africa but outside of South Africa and 72 were at international events held within the borders of South Africa.
- One hundred and eighty-seven addresses were delivered at national congresses and seminars.
- Sixty-two symposia/colloquia/conferences were organised by staff of which 26 were at international level, 21 at national level and 15 at departmental level.
- There were 45 postdoctoral fellows in the Faculty in 2011 (compared with 25 in 2010 and 14 in 2009).
- Faculty staff members served in a variety of capacities in a large number of professional societies, editorial panels, organising committees of congresses, organisations and forums outside UJ.
- The number of NRF-rated staff increased to 40 in 2011 (from 36 in 2010 and 32 in 2009). The Faculty gained two B-rated members, four C-rated members and three Y-rated members, but two C-rated and one Y-rated staff members left the employ of the university. Four staff members improved their ratings (one B3 to B2; two C2 to C1; one C3 to C2) while all other staff members, with one exception, that were rated during 2010 retained their status in 2011. Two B2-rated staff members did not renew their ratings due to their retirement.
- There were 139 visitors from South Africa and abroad who paid professional visits to the departments of the Faculty.
- In 2011, the Faculty appointed 13 eminent scientists as visiting professors in the Faculty – yielding a total number of 24 visiting professors.

Quality and faculty governance

Quality promotion and good governance remains a key priority within the Faculty. The necessary quality structures are in place to ensure compliance with good governance practices and quality criteria, but these structures and their functions are evaluated continuously. The various committees for the quality monitoring of teaching-, research- and community engagement-related functions of the Faculty report to the Dean's Committee and the Faculty Board.

Community engagement and social impact

Community engagement, in the form of service learning, community-based research and community outreach, is a core academic function of the Faculty. As such the Faculty's teaching, learning and research competence is utilised to build mutually beneficial relationships with various communities in areas of discipline, strength and community needs.

The Faculty is involved in a total of 31 community outreach programmes/projects. Staff are encouraged to actively pursue community-engaged opportunities that will benefit the community, will promote scholarship, their discipline, the Faculty and the University, and that will enrich their academic experience and profiles.

The Science Centre on the Soweto Campus provides supporting and enriching programmes to learners and educators in the vicinity of the Soweto Campus in Mathematics, Physical Science, Life Science and Geography. Top-achiever learners of the Science Centre were provided with enrichment opportunities such as a visit to the Boyden Centre in Bloemfontein Observatory. In 2011 a mobile science laboratory was acquired through a sponsorship by the Department of Science and Technology. With this unit the Science Centre is able to provide the necessary hands-on learning experience in the experimental sciences to learners in schools which do not have the necessary laboratory facilities.

The Sustainable Energy Technology and Research Centre (SeTAR), under the Directorship of Professor H.J. Annegarn (Department of Geography, Environmental Management and Energy Studies), had an active involvement in communities where it demonstrated fuel efficient and safe stoves, fire safety and the use of solar energy in low-income communities as well as energy efficiency in schools.

Two other projects worth mentioning are the Adullam Project (Caring Hearts Project) and the Parks Alive Project – both projects were initiated by Dr Erna Bruwer, Department of Zoology.

The Adullam Mission near Secunda aims to provide a home environment, shelter and schooling for children of the area. In the Adullam Project three components are explored, namely: agricultural activities, the multicultural learner/staff environment, and the diversity of the socio-integration on the mission.

In the Parks Alive Project learners from around Westdene are taught ecological and biological concepts through an application of practical findings.

Other community services on a smaller scale were also rendered by departmental staff – for example, tutoring primary and high school students.

Branding and marketing

The Faculty continued with a focused strategy to recruit top performers from schools in especially the surrounding areas and to entrench its presence and profile in the media and among its stakeholders. Actions in this regard include a Faculty Open Day (in addition to the UJ Open Day), offering of bursaries to Mathematics and Science Olympiad winners, visits to schools by the Dean and staff, excursions, practical sessions and special lectures presented by lecturers to school children. A total of 133 open lectures were presented by staff members of the Faculty. These ranged from radio and TV interviews to lunchtime lectures.

Environmental sustainability

Matters concerning environmental sustainability are integrated in the research, undergraduate and postgraduate, and community engagement programmes of the Faculty. Our new Citizenship module contains specific topics on environmental sustainability and several of our staff and postgraduate students are involved in projects related to environmental sustainability. The EnerKey, Adullam and the Parks Alive Projects are examples of community-engagement projects which involve aspects of environmental sustainability.

Challenges and risks

A number of risks and challenges that affect the Faculty have been identified. A formal Risk Category Profile for the Faculty has been compiled. Included in the Risk Category Profile are:

- The high number of non-returning senior students as well as the high drop-out rate of students is a serious matter of concern. The fact that school leavers are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level impacts heavily on our pool of potential students as well as on our throughput and retention rates. This state of affairs is exerting extra pressure on the Faculty's teaching environment. In view of the national imperatives to increase the number of Science graduates, the Faculty offers extended programmes. However, in many cases these initiatives are not sufficient to address the deficiencies of several years of inadequate schooling. The Faculty's initiatives in this regard will need to be re-assessed and strengthened in 2012.
- The lack of human capacity in certain areas (not only in the Faculty of Science), impacts negatively on the quality of teaching, learning, and research activities in the Faculty. To this end the Faculty of Science has appointed a number of highly-rated academic staff members in 2011 and will continue in this process for the foreseeable future. The Faculty expects that its investment in staff members of high standing will have a positive impact on our research profile as well as on the throughput rate of undergraduate as well as postgraduate students.
- Retention and recruitment of good academic staff members is becoming more challenging every year in the wake of incentive-rich salary packages offered by the corporate world. By judicious and justified promotions the Faculty also hopes to reduce the loss of its staff members to other universities.
- The Faculty has a relatively high proportion of staff members with doctorates and the younger members are encouraged to become active and productive research workers. They are the corps of research workers who will be needed to replace the senior research staff with high NRF ratings who will leave UJ due to retirement in the next 10 years. However, existing staff members in the Faculty generally have high lecture loads with consequently little time for extended and in-depth research periods.

- The provision of sufficient, appropriate and adequate learning and teaching space is an issue which is an acknowledged problem and is receiving serious attention. The support given to, and infrastructure required by, research scientists and academic staff members in certain environments has been inadequate and unsatisfactory for a significant period in the immediate past. Some of these issues were addressed during 2011 and, while there have been improvements, this matter needs further attention in 2012.

Kinta Burger (Prof.)

Executive Dean: Faculty of Science



**UJ's
STRATEGIC
THRUSTS:
2011 – 2020**

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

**UJ's
RISKS**

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

STUDENT LIFE

OVERVIEW

This section focuses on student life at the University with reference to Student Affairs, Arts and Culture and Sport. Three executive directors are responsible for the leadership and governance in each portfolio and report to a member of the MEC. Arts and Culture, which is part of the portfolio of the Executive Director: Advancement reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement. Thirdly, the Sport Division has an Executive Director who reports to the Deputy Vice-Chancellor: Finance. UJ Sport is governed by a Sport Management Executive Committee and the Sport Management Committee, on which all the senior managers and managers of the different divisions and units are represented. Separate committees for the different units, such as sports clubs, the Biokinetic Clinic, and the Secretariat, exist in order to manage the specific responsibilities and delivery of services of those entities.

Line managers at UJ Sport are the custodians of quality processes and procedures, as well as service delivery. In order to monitor and guide quality, the Secretariat Unit of UJ Sport coordinates all quality-related initiatives. This Unit oversees the updating of all policies on a scheduled register; manages data; updates the UJ Sport Risk Register; and initiates quality systems, such as peer reviews and audit processes, where needed.

STUDENT AFFAIRS

OVERVIEW

Under the leadership of the Executive Director: Student Affairs, the Student Affairs Division focuses on creating a distinctive student life experience at UJ. As an integral component of the University's vision, Student Affairs aims to create and facilitate various opportunities for learning as well as motivate students to devote their personal time and energy to purposeful activities.

In keeping with the University's mission and strategic thrusts, the purpose of Student Affairs is to cultivate a rich living and learning community in which students develop a commitment to personal and intellectual growth, leadership and service. The staff of Student Affairs pursue this mission by collaborating with academic colleagues, support services staff and community partners to develop quality services and programmes.

GOVERNANCE

Student Affairs is governed by a number of regulations. These include the UJ Statute, UJ Academic Regulations, The Faculty Rules and Regulations, the Constitution of UJ's SRC Council and subsequent Charter, UJ Regulations for Student Discipline and the Student Services Council Charter. The Division is also directed by policies on student leadership, health and safety, operations and UJ Sport.

The governance related to the various student matters is divided into the following divisions: Student Ethics and Judicial Services, Student Governance, Student Media, International Student Affairs and Student Accommodation and Residence Life.

RISKS AND RISK MANAGEMENT

The UJ strategy related to risk and events management, especially when UJ is the host for 'student bashes' and University Sport South Africa (USSA) events, is initiated in accordance with the Risk Management Model, Risk Management Policy and provincial and regional requirements as well as the Safety at Sports and Recreational Events Act No 2. of 2010, when the group size is 2 000 or more. The institutional policy on risk management is applicable to mitigate the relevant risks. Each portfolio's Risk Register, reflecting the applicable internal controls, serves at the MEC Risk Management Committee annually.

THE NATIONAL STUDENT LEADERSHIP ACADEMY (NSLA)

The NSLA was launched in the year under review. A steering committee finalised a three-year implementation plan for the NSLA which was circulated to all board members for final commentary. Successful discussions were held with the South African Union of Students (SAUS), the umbrella body for all university SRCs. A project manager was also employed and the most urgent priority is to start raising funds that will support the execution of the implementation plan.

GOVERNANCE

In 2011 Student Affairs was divided into three subdivisions, one of which was Student Ethics and Judicial Services. The official appointment of a director for Student Ethics and Judicial Services had not been finalised by the end of that year.

FOCUS

Thrust 1

Academic honesty and integrity is an integral part of academic excellence and Student Ethics and Judicial Services promotes this through the effective and efficient administration of the disciplinary process and fostering a culture of ethics among students.

Thrust 6

The goal of fostering a culture of ethics has an element of student leadership development as Student Ethics and Judicial Services trains and inducts student leaders about their role in the University's disciplinary process, the basic principles of disciplinary procedures and ethics and values.

Thrust 8

One requirement for the University to achieve its purpose of sustained excellence is for the student body to behave in a regulated manner. Should students not do so, there should be some function in the University that corrects errant behaviour. Student Ethics and Judicial Services fulfils this function. The premise is that the more effective the measures are to correct conduct, the better the University can achieve its purpose.

PERFORMANCE: STUDENT AFFAIRS

Risky Student Behaviour Strategy

The Risky Student Behaviour Committee organised two major interventions, namely, the Be Student Wise Campaign, promoting the responsible usage of alcohol by students, and a campaign promoting academic honesty among students.

The Student Charter and the Qualities of a UJ Graduate were approved by the MEC.

Student Ethics and Judicial Service

At the end of 2010 the Executive Director: Student Affairs approved that the responsibilities of the Director: Student Life and Governance should be limited to the Student Ethics and Judicial Services Unit on a trial basis. At the beginning of 2011 it became clear that a more definite and permanent arrangement had to be made and in March 2011 the Executive Director: Student Affairs approved that Student Affairs should be expanded into three units: Student Life and Governance, Student Ethics and Judicial Services, and Student Accommodation and Residence Life (SARL). Student Ethics and Judicial Services would receive additional human and financial resources to grow into a subdivision equal to Student Life and Governance and Student Accommodation and Residence Life and meeting the expectations set by the Management Executive Committee (MEC). In April 2011 the Director, Head and Manager of Student Ethics and Judicial Services identified seven key performance areas (KPA's). The seven KPA's are: policy development and review; case management; information management and dissemination; relationships with others; student development; staff management and development; and operational matters.

Towards the end of the year it became clear that a drastic intervention was necessary as the subdivision was not functioning optimally.

Policy development and review

The policy register was developed and updated; the review of the Regulations for Student Discipline was facilitated; Student Regulations were reviewed; internal guidelines and process documents were developed and templates were created and updated.

Case management

A system was developed and controlled to provide the fastest possible turnaround time for cases (currently 18 days). The implementation of sentences was monitored; appeals were managed; interventions regarding restorative justice were conducted and controlled; and reports on specific cases were generated.

Information management and dissemination (including evaluation and research)

A system for recording key information emanating from case management was implemented. Quarterly reports of completed disciplinary cases were generated and submitted to the MEC, the Executive Committee of Senate, the Council, the MEC: Academic, the MEC: Operations and Central Academic Administration. ImageNow, a document management system, was utilised. An internal evaluation system was developed.

Relationships with others (including other disciplinary bodies)

Student Ethics and Judicial Services was positioned in a manner that fosters an understanding of its role; service level agreements were developed; and relationships with Protection Services, academics, the UJSRC and other student organisations were developed. A special effort was made to ensure effective management of discipline in residences; and disciplinary action by other disciplinary bodies was coordinated and controlled.

Staff management and development

Permanent staffing needs were planned for and performance management agreements were developed for all permanent staff. Temporary employees were appointed and managed and legal experts were consulted.

Operational matters (finances and physical facilities)

UJ's financial policies and procedures were applied and internal financial guidelines were updated and distributed. Temporary employee appointments and claims were difficult to administer due to the irregular nature of these appointments. The reorganisation of Student Affairs resulted in some staff members having different reporting lines, but there were no changes in the post levels. Student Ethics and Judicial Services

has been struggling to fill the vacancy of a manager for Bunting Road and Doornfontein Campuses since September 2010.

Staff members work overtime not only for administrative purposes but also to be involved with students over weekends and at night. Arrangements are made with staff to take time off during working hours to compensate them, but this is not always possible due to the huge workload.

One staff member obtained an honours degree in sociology and the other obtained a master's degree in Public Management and Governance.

Student life

Student Ethics and Judicial Services contributes to student life in two ways. The first is the management and administration of discipline and the second is the fostering of a culture of ethics. The following information is relevant for each of these two areas:

Management and administration of discipline

The Student Disciplinary Committee (SDC) heard a total of 155 cases during 2011. In only one of these cases was the student found to be not guilty.

Fostering a culture of ethics

Ethics ambassadors were selected, trained and supported. These volunteers did not only assist with projects conducted by the Student Ethics and Judicial Services but also organised initiatives of their own.

Inductions and training were conducted for student organisations to inform them of the UJ Student Regulations; to encourage them to lead by example; and to explain disciplinary processes and the role of student leaders in these processes.

Student Ethics and Judicial Services conducted an extensive and sustainable campaign to encourage students to be honest during examinations.

For the first time since the merger, Student Ethics and Judicial Services was able to make a quality assessment of the UJ Student Regulations being readily available to all students.

ENVIRONMENTAL SUSTAINABILITY

The office and student environment were managed by limiting travelling between campuses through proper planning; turning off lights and electrical equipment after working hours; having leaking taps fixed; and recycling.

STAKEHOLDER ENGAGEMENT

There is no agreement with external stakeholders yet. Internal stakeholders include Protection Services, Student Life and Governance, and Student Accommodation and Residence Life.

LEADERSHIP FOOTPRINT

Student Ethics and Judicial Services made an impact on student leadership by means of its student ethics ambassadors and ethics awareness campaigns.

STUDENT ACCOMMODATION AND RESIDENCE LIFE

Overview

The SARL portfolio comprises the following: residence operations, admission and placement, residence life, and off-campus accommodation. Residence operations refers to day-to-day operational activities. Residence admissions and placement refers to placement of residence students in specific residences in line with the placement policy. Off-campus accommodation is defined as private properties which have been evaluated, accredited and approved by the University to provide alternative accommodation to cash-paying students, NSFAS and bursary-funded students who cannot be accommodated in UJ residences.

Governance and quality management structures

The governance structures are underpinned by residence policies. Governance structures include: house wardens and residence managers, house committees in the residences, the House Committee Primaria Council, sub-house committees and the Off-campus Accommodation Executive Committee governance structure.

The quality management structures in place include staff and student development programmes, the accreditation of off-campus accommodation, the alignment of residence policies and practices, and integrated training of house committees on all four campuses. Regular meetings are also conducted with the SRC and house committees, the Residence Management Forum and residence operations.

FOCUS

Thrust 1

Residences are involved in community outreach projects and SARL has sustained partnerships with the existing UJ Community Engagement units. SARL also has partnerships with the City of Johannesburg and provincial government in the provision of sport facilities and in the implementation of the Commune Policy. Sustained excellence is also achieved through the implementation of the Off-campus Student Code of Conduct and the UJ residence management practices on off-campus properties.

Thrust 3

Day houses have been established on all campuses.

Thrust 4

Twenty per cent of the spaces in the residences have been reserved for international students as dictated by the Placement Policy. International students are also assisted with alternative off-campus accommodation.

Thrust 6

Annual house committee training in student development and mentoring is conducted. There are interventions on the issues of *Ubuntu*; xenophobia; gender violence; and violence against lesbians, gays, bisexuals and transsexuals. Regular meetings with SRC, house committees and primaria councils are conducted.

Thrust 8

The Habitat residence, in collaboration with Eskom, promoted a green lifestyle and encouraged better use of electricity. SARL collaborated with the Operations Division to promote environmental sustainability through recycling and joint campaigns.

PERFORMANCE

Procedures to deal with disciplinary cases in accredited off-campus accommodation were set up and an annual review of the off-campus policy was conducted. Fifteen thousand beds for off-campus accommodation were secured and a standardisation of placement across all campuses was achieved. An off-campus executive committee was established to address issues regarding off-campus accommodation. In addition, SARL collaborated with PsyCaD and student accommodation on training academic advisors in residences.

Challenges that need to be addressed

Attracting white students to the residences remains a challenge. There is a need to streamline the residence application process and investigate electronic applications.

Xenophobia and gender-based violence are still prevalent among residence students, along with discrimination against gays and lesbians. Off-campus accommodation service providers often do not fully comply with policy and procedures and try to bribe staff and students. It is difficult to replicate residence programmes and activities in off-campus accommodation. Annually increasing the number of beds in accredited off-campus accommodation remains a challenge.

First-year Concert

Once again the First-year Concert of 2011 was an unforgettable experience. The theme was transformation and diversity.

Mr and Miss RAG 2011

The pageant was targeted at first-year residence students. First-year students entered the pageant voluntarily and a student from APB won the title of Miss RAG 2011. Part of her responsibility was to become an ambassador for community engagement for the residences.

RAG

RAG was once again a very colourful event with most of the residences from all campuses competing. The winners were the Dromedaris men's residence and Amper Daar ladies residence. The total amount of money raised for charity was R3500.

Gladiator games

This fun-filled activity took place at the Soweto Campus and was well supported by students.

Loudspeaker

This activity is similar to public speaking and helps students to be more assertive and confident when they speak to large groups.

Debate

The residence debating team took second place at the national debating competition at Wits University.

National Serenade

All residences took part in the campus serenades and the winner of each campus took part in the champion of champions. Afslaan and Annirand went on to win the National Serenade held at the University of Pretoria.

Social life

The residences have a very active social life; an outstanding feature of this social life is the intermarriage ceremony which took place between the male and female residences.

Year-end functions and award ceremonies

Most residences hosted award ceremonies or functions where prizes were awarded to students who have excelled in academics, leadership and sport.

Sport

2011 was once again a very active year for the residences with regard to participation in the league games. The soccer was won by the Habitat residence, the netball was won by Aurum and the rugby was won by Bastion.

ENVIRONMENTAL SUSTAINABILITY

The Going Green Campaign was initiated; energy-saving bulbs were fitted; boilers were switched off when not in use; smoke detectors were installed in all residences; recycling bins were placed outside all residences; cleaning campaigns to reduce littering were initiated and joint interventions with the Operations and the Occupational Health and Safety Units were conducted.

STAKEHOLDER ENGAGEMENT

Internal partnerships were maintained with UJ Sports, Arts and Culture, the UJ International Office, UJ Occupational Health and Safety, UJ Protection Services, PsyCaD, the Institutional Office for HIV and Aids and the Campus Health Clinic.

External partnerships were initiated or maintained with provincial Government; the City of Johannesburg Urban Development; the Gauteng Department of Education; the Department of Social Services; the Auckland Park, Rossmore, Melville and Brixton communities; Sports and Recreation South Africa; and the City of Johannesburg Ward 69 Councillor.

LEADERSHIP FOOTPRINT

On-going diversity training and a value-based approach and interventions in *ubuntu*, xenophobia and gender-based violence and violence against gays, lesbians, bisexuals and transsexuals commenced in 2011 and will be continued in 2012.

STUDENT LIFE AND GOVERNANCE

At the beginning of 2011, Student Life and Governance comprised only Student Governance under the leadership of the Head: Student Governance with four areas of responsibility, namely, the SRC, Student Societies, RAG and Promotions. By the end of 2010 it was proposed that Student Governance should be divided into Student Life and Governance with the addition of the student newspaper. It was recommended that the position of the Head: Student Governance be upgraded to the position of Director. The Head: Student Governance acted as Director: Student Life and Governance from 1 February 2011 to 31 December 2011.

Student Life and Governance was given the following additional responsibilities: planning the annual student diary, providing administrative support for the SRC meal-assistance programme, managing the SRC Trust Fund and implementing the Emerging Student Leaders' Programme.

The effective functioning of Student Life and Governance is underpinned by the processes of student development, elections and appointments, policy development, administrative support and management. Student Life and Governance comprises eight positions, all of whom report to the Director: Student Life and Governance. There were six student development practitioners, a student newspaper officer and one administrative assistant.

Student Life and Governance established criteria for the evaluation of fitness of purpose, fitness for purpose and effectiveness and efficiency. Fitness of purpose is measured to determine whether a project or event contributes to the holistic development of students. Fitness for purpose is to determine whether a project plan, budget and logistical arrangements have been provided for. Effectiveness and efficiency is measured on the basis of cost effectiveness, time efficiency and value for students.

FOCUS

Equivalence of all campuses

Similar conditions of operational work space such as offices and boardrooms were provided for each area of responsibility in line with the required standard of the existing infrastructure on each campus.

Student Life and Governance ensured that most of the RAG activities were characterised by community outreach initiatives. Student Life and Governance, with the help of the Community Engagement Office, introduced the concept of community engagement training to other student formations. All four campuses subscribed to minimum news coverage of 20% by the 'UJ Observer'.

Leadership that matters

Student Life and Governance introduced the Emerging Student Leaders' Programme for prospective leaders and conducted student induction and a range of training programmes. The NSLA also conducted the training programmes for the SRC.

Resources that enable UJ's fitness for purpose

Administrative and managerial support was provided to the SRC with regards to the meal-assistance programmes and the SRC trust fund for needy students.

Discussions were initiated regarding the re-introduction of the mentoring system and sabbatical leave for the UJSRC President and Secretary-General.

Induction, training and recognition of student leaders

The following programmes and interventions were provided: SRC induction and inauguration, SRC leadership development, SRC review, SRC elections, societies' training and planning, awards and recognition, emerging student leadership training, financial literacy, coordinating handover, elections of committees for each society, a strategic review and operational planning.

Achievements and development programmes

The Head of Student Life and Governance is currently studying a bachelor of Law. One student development practitioner is studying BTech Business Administration, another is doing a master's in Business Management and the student newspaper officer is doing an honours in Applied Linguistics.

ENVIRONMENTAL SUSTAINABILITY

Student Life and Governance partnered with Generation Earth in a Generation Earth Glass Recycling Awareness Campaign. The Division also sponsored the awareness campaign for reducing UJ's carbon footprint. The Green Life student society at the Doornfontein Campus celebrated the Green Woman Awareness Campaign.

STAKEHOLDER ENGAGEMENT

Student Life and Governance conducted external benchmarking with other universities. The Independent Electoral Commission (IEC) conducted the SRC elections. Internal stakeholders include Protection Services, Student Accommodation and Residence Life, Student Ethics and Judiciary Services, Academic Development and Support, Human Resources and Finances.

LEADERSHIP FOOTPRINT

The participation of the student leadership in the various risky student behaviour campaigns and interventions on environmental sustainability helped contribute to UJ's leadership footprint.

UJFM 95.4

UJFM 95.4 is a community radio station of the University of Johannesburg referred to as UJFM or UJFM 95.4. UJFM 95.4 is part of the University of Johannesburg and is managed by a Board appointed by the University. Its mission is to provide quality programming that speaks directly to the needs of the UJ student and staff community. The UJFM Board of Directors is chaired by the Executive Director of Student Affairs and includes the Station Manager of UJFM 95.4, a staff member from UJFM 94.5, a representative from the UJSRC and a student representative from each campus.

The UJFM 95.4 Management Structure comprises the following: Radio Station Manager, Programmes Manager, News and Sport Manager, Music Manager, Interviews and Special Projects Manager, Production Manager, Administration Manager, Sales and Advertising Manager and Marketing Manager. The Operational/Tactical Committees consist of the Programming Committee, the Marketing Committee and the Music Selection Committee.

FOCUS

The station aims to include at least six academic faculties, two support units and all sports disciplines in its 'Talk Radio' segments. Outdoor broadcasts with UJFM 95.4 and UJ affinity groups were held at senior secondary schools. UJFM 95.4 aims to train and develop students for professional careers in the media and corporate worlds; to include regular healthy lifestyle activations by student leaders; and be involved in community social investment projects. UJFM 95.4 interviewed sport professionals in different sporting disciplines who studied and graduated at UJ.

UJFM 95.4 PERFORMANCE

The 'Talk Radio' aspect of programming was extended to 30% of the station's airtime in 2011.

The IOHA Stigma Knock-out Challenge

UJFM 94.5 hosted a Knock-out Soccer Tournament on all campuses over 30 days. The station facilitated daily on-air discussions and debates on HIV/AIDS and promoted free testing on all campuses during this period.

On-air debates with UJ residences

Regular debates were held over the airwaves on Risky Student Behaviour (RSB) and particularly around the issues and factors contributing to healthy lifestyle behaviour. Some of these issues included the stigma attached to getting tested for HIV, sex workers and HIV, mother to child transmission, promiscuity and Aids and contraception and safe sex.

On-air interviews with sports personalities

During 2011 UJFM 95.4 invited various sporting bodies and personalities to engage in discussions in order to promote a healthy student lifestyle through sport as well as to encourage safe student behaviour.

On-air content programming in partnership with PsyCaD

PsyCaD, together with UJFM 95.4, facilitated content programming on student life as well as risky student behaviour and guidance counselling for 2011.

RISKS AND MANAGEMENT OF RISKS

Student Ethics and Judicial Services

Risks to this Division include the inadequate utilisation of current staff skills; poor quality of work; delays in finalising disciplinary cases; and insufficient investigating, prosecuting and recordkeeping.

Student Accommodation and Residence Life

Risks to this Division include increase in bad debt, increased expenditure by students towards functions; squatting and sub-letting; alcohol and drug abuse; xenophobia and gender-based violence; violent campus rivalry and the inability to provide a conducive learning environment.

Student Life and Governance

Identified risks to Student Life and Governance include alcohol and drug abuse; gender-based violence and xenophobia; non-compliance with policies and procedures by students; lack of a proper performance evaluation process; increased workload; external pressure on student leaders; lack of leadership skills; and student apathy in the SRC and its activities.

UJFM 95.4

Risks to UJ's radio station include the continuous outflow of presenters to the broadcast industry and the poaching of key UJFM 95.4 presenters by commercial radio stations.

CONCLUSION AND WAY FORWARD

Student Ethics and Judicial Services

The organisational development process will certainly influence the KPAs and performance indicators for the future. It is therefore not viable to determine specific targets at this stage. However, the priority should remain the effective administration of student discipline and specifically the quality management of complaints and cases.

Student Life and Governance

The successful SRC elections, the effective organisation of student activities, the positive participation of the SRC in the annual fee discussions and the absence of student unrest is confirmation of the impact of the governance

structures and administrative support on the effective functioning of the SRC, student societies, RAG and the 'UJ Observer'.

Student Life and Governance aims to increase the SRC voting percentage from 23% to 30% in 2012.

UJFM 95.4

Programming will concentrate on current affairs, health and fitness talk, academic affairs, risky student behaviour and career guidance. Road shows to secondary schools will be facilitated in partnership with sponsors and the station will be marketed via electronic media and social network platforms and billboards. Community social responsibility projects like the City Centre Sunday Brunch Project will be continued. Airtime will be sold to improve finances.

Student Accommodation and Residence Life

Student Accommodation and Residence Life aims to improve the relationship between the residences and the SRC; to pilot academic and residence life activities in targeted accredited off-campus accommodation; to increase the number of beds in accredited off-campus accommodation; to attract white students to UJ residences and to continue with the interventions on xenophobia, gender-based violence and violence against lesbians, gays, bisexuals and transsexuals.

Bobby Mandew (Prof.)

Executive Director: Student Affairs

Derek van der Merwe (Prof.)

Deputy Vice-Chancellor: Human Resources and Student Affairs

ARTS AND CULTURE

OVERVIEW

The Director: Arts and Culture reports to the Executive Director (ED): Advancement. The strategic thrust related to sustained excellence has relevance. The Division is divided into two units: Visual and Performing Arts.

UJ Arts and Culture is a world-class performing and visual arts facility offering a wide range of vocational and hands-on practical training programmes, in various aspects of the performing arts, on all four UJ campuses.

The UJ Arts Centre is located on the Kingsway Campus and comprises an art gallery, a 436-seater state-of-the-art theatre, dance studios and choir rooms. Other facilities include the intimate Experimental Theatre on the Kingsway Campus and the 150-seater Con Cowan Theatre and dance studios on the Bunting Road Campus.

In addition to producing student drama, dance and musical theatre, these venues also serve as receiving houses for professional South African and international productions, concerts, exhibitions and events.

Governance structures and quality management

The Arts and Culture Committee advises the ED: Advancement on Arts and Culture policies and programmes, to ensure that these align with UJ's core values and add to the prestige and standing of the University. The Committee is composed of the ED: Advancement; the Head of Arts and Culture; the Dean for the Faculty of Art, Design and Architecture; and the Dean for the Faculty of Humanities. The Committee ensures that the activities, aims and objectives of the Arts and Culture programme are managed and sustained in the best interests of the institution, while continuing to foster and develop artistic and creative freedom. The Committee also provides the ED: Advancement with suggestions as to how arts and culture can enhance or supplement academic programmes, and guides the ED on an appropriate vision for arts and culture at UJ.

Regular Heads of Sections meetings are held with the ED: Advancement. Any issues are discussed with him to keep him up-to-date on planning and implementation within a certain section. Meetings and discussions within the Section across the four campuses are held on a constant and on-going basis.

RISKS AND MANAGEMENT OF RISKS

For the period under review, no new risks or mitigation strategies were identified and the portfolio's Risk Register remains as it was presented to the Division's Risk Committee and the MEC Risk Management Committee.

STRATEGIC THRUSTS AND TARGETS

For thrust 1, the Division aimed to balance performing arts against the emphasis on music and the visual arts. For thrust 3, Arts and Culture focused on activating Con Cowen and integrating DFS and SWC. For thrust 5, Arts and Culture created a strategy to align their collateral with the UJ brand. This will be implemented in 2012. For thrust 6, the Division set a target that at least 80% of their facilitators, staff and guest performers have standing in the arts industry.

PERFORMANCE

Gallery: Ten visual art exhibitions were presented together with walkabouts and lectures for the general public, school groups and students. Specific projects for students from Humanities and FADA were facilitated. UJ Arts and Culture hosted many opening speakers, including the Minister of Arts and Culture, Paul Mashitile. An inventory for the UJ art collections on the APK, APB and DFC Campuses, presently valued at R37 495 200, was compiled, and the conservation of this collection was guaranteed through restoration and framing processes.

Productions: Three UJ Arts and Culture productions were presented in the Arts Centre Theatre. One production was presented on the DFC Campus which toured to the National Arts Festival in Grahamstown, and one production was developed on the SWC Campus and was showcased at various venues in Johannesburg. The first UJ Poetry Festival was presented in the amphitheatre.

Music: In January 2011, the 2010 Choir undertook a very successful tour to New York where they performed in Carnegie Hall. The 2011 Choir did a total of 21 concerts, took part in two workshops and sang for 16 graduation ceremonies on APK. Fifty-two weekly Sundowner concerts were presented. The Unijoh Chorale won three competitions, including the Gauteng Arts and Culture MEC Award.

Intercampus activations: The first Inter-campus Choir Festival took place in the Sanlam Auditorium in collaboration with MUSO. The year culminated in an inaugural collective UJ Arts and Culture Showcase.

Marketing: The primary publicity focus shifted to increasing visibility and support among the UJ student body across all campuses, without losing the gains in the established platforms. Relationships with various groups on campus, including societies and residences, were established and nurtured. This resulted in an increase in group bookings from student bodies during 2011.

The UJ Arts and Culture Facebook page and Twitter account's popularity increased by more than 300% during the year under review. Relationships were forged with the production team of MK-Kampus, with two of our productions featured on two different episodes. The UJ Choir's CDs were established on classical and religious playlists at an international level. Marketing efforts generated publicity to the value of R3 709 854.80 for the Gallery

(as reflected by Gate 5 media monitoring service). The Reading Series generated an excess of R1 million in PR value. The services of Aisle-B consultants were secured to develop a marketing and sales strategy for the future. Their analysis highlighted the need for UJ Arts and Culture to consolidate marketing material in order to increase sales and visibility. A policy document was devised, which includes an integrated marketing campaign, whereby a defined UJ Arts and Culture brand will be created to unify productions, the Gallery, the Choir and events.

Employee achievements

The Production Manager was awarded a Carnegie Research Grant for Applied Drama and Human Rights. The Resident Director received a Naledi Award nomination for his work on 'The Crucible'.

The Gallery Curator served as Vice-CEO for the Rendezvous Art Project and was part of the project team to produce a catalogue on the 'Focus Painting' exhibition. She wrote the foreword to the second book on Strijdom van der Merwe's land art entitled 'Sculpting the Earth', as well as contributing the foreword to the MAP catalogue.

STAKEHOLDER ENGAGEMENT

UJ Arts and Culture facilitated a new partnership between IOWA and Drama for Life (DFL). This was initiated around HIV awareness, and culminated in the Love & Another National Poetry Slam Festival. LIBERATI, UJ's lesbian, gay, bisexual and transgender group, partnered with Reading Gay, a series of staged readings of new South African plays dealing with sexuality. Student Marketing partnered with UJ Arts and Culture to present a three-week run of Shakespeare's 'Othello' in the Arts Centre Theatre, aimed primarily at learners at tertiary institutions.

UJ Arts and Culture partnered with Brand to facilitate industrial theatre performances for the launch of the 'U at UJ' Campaign. The Architecture Lectures Series was presented in partnership with FADA. UJ Arts and Culture entered into a formal partnership with the Arts and Culture Trust (ACT) to develop and present a joint arts and culture conference.

LEADERSHIP FOOTPRINT

Under the able leadership of Ashraf Johaardien, the new Head of Arts and Culture at UJ, innovation is the watchword. New partnerships, such as those in the areas of youth music and dance are bringing whole new vistas of artistic expression and professionalism to UJ, and new relationships with Artscape and the Arts and Culture Trust will greatly enrich and deepen UJ's artistic offerings.

CONCLUSION AND WAY FORWARD

There is currently a lot of activity in the arts and culture arena at UJ. If art is a reflection of life, life is experiencing something of a metamorphosis at the University.

The acclaimed UJ Choir continues to break new ground, and jazz is coming to UJ at the newly renovated Con Cowen Theatre on the Bunting Road Campus. Later this year, UJ Arts and Culture will be bringing out James Bailleau, the 30-year-old Johannesburg prodigy, who is now Professor of Music Accompaniment at the Royal College of Music in London, for a Homecoming Concert. The UJ and FADA galleries are refocusing their offerings and the University is negotiating ground-breaking partnerships to bring important local and international art-holdings to UJ.

Our four campuses each have strong arts and culture offerings, providing UJ students and staff with the opportunity to work with leading local and international artists. Indeed, there has never been a better time to discover and hone nascent artistic talent than right now at UJ.

Kerry Swift (Mr)

Executive Director: Advancement

Adam Habib (Prof.)

Deputy Vice-Chancellor: Research, Innovation and Advancement

SPORT

OVERVIEW

The Executive Director: Sport reports to the Deputy Vice-Chancellor: Finance.

Introduction

The year 2011 will be remembered in UJ Sport for its realignment of functions and the implementation of work-integrated learning for Sport Management students as well as a variety of highlights in the sport club environment, including that of Pietie Coetzee becoming the world record holder as goal shooter for the national woman's hockey team.

Operating context

Sport is structured to accommodate a collaborative strategy and integrated approach for the provision of sport participation, as well as sport-related education and training opportunities to all stakeholders within and outside the University. A vision of "Setting the trend in university sport" was adopted, with a mission statement, "To provide multi-levelled academic and sport opportunities to communities through innovative and integrated professional services and programmes". The vision and mission of UJ Sport is further underpinned by core values that include sport excellence, integrity and respect for diversity, accountability, individuality and collective effort, as well as innovation.

Integrated strategy

The integrated UJ Sport model provides the opportunity for students studying a course in the Department of Sport and Movement Studies to get access to practical experience in UJ sport clubs, the Performance Excellence Unit, the events environment as well as the Biokinetic Clinic. The Biokinetic Clinic offered work-integrated learning experience to 16 UJ Biokinetic honours students. Work-integrated learning was also offered to 13 Wits University Biokinetic honours students.

The Performance Excellence Unit offered work-integrated learning opportunities to 18 UJ Sport Science honours students. Work-integrated learning for the Sport Management honours students was – for the first time – formally initiated in the UJ Sport environment and 16 students completed their internship.

Management structure

The management structure of UJ Sport constitutes Commercialisation (and Marketing), the Secretariat and Participation Resources Divisions, as well as the Department of Sport and Movement Studies (which reports to the Dean: Faculty of Health Sciences). The Participation Resources Division is further divided into the Biokinetic Clinic, the Performance Excellence Unit, sport clubs and event management units. Each division and unit aligns itself through specific objectives with the vision, mission and strategic goals of UJ Sport and the University of Johannesburg.

Strategic planning

In order to plan and prepare for the next decade, UJ Sport and the Department of Sport and Movement Studies engaged in various strategic sessions in 2009 and 2010. In 2011, group leaders for each of the key performance indicators focused on steering the process of finalising the implementation plan.

During 2010 UJ's eight strategic thrusts for 2011 to 2020 were announced. The University then embarked on a process of revising the UJ vision and mission in 2011. UJ Sport aligned itself to these two critical aspects and also started with a process of revisiting the UJ Sport goals for the future. A sustainable strategy, focal areas, as well as strategic priorities and resource implications, were identified.

Governance

UJ Sport is governed by a Sport Management Executive Committee (Executive Director: UJ Sport, Director: UJ Sport, Head of the Department of Sport and Movement Studies) and the Sport Management Committee where all the senior managers and managers of the different divisions and units are represented. An operations meeting is held every week where operational aspects are coordinated among the different line managers to be effective in delivering services to students and staff. Separate committees for the different divisions and units such as sport clubs, the Biokinetic Clinic, recruitment, marketing, events and the Secretariat exist in order to manage the specific responsibilities and delivery of services of those entities. Subcommittees supplement the functioning of these committees.

A number of policies exist which are continuously revised. These include bursaries, facilities, human resources, participation, sport housing, and transport of athletes.

Quality assurance

Line managers are the custodians of quality processes and procedures as well as service delivery in UJ Sport. In order to monitor and guide quality, the Secretariat Unit in UJ Sport coordinates all quality-related initiatives. This Unit oversees the updating of all policies on a scheduled register, manages data with regards to human resources, updates the UJ Sport Risk Register and initiates quality systems where needed.

Quality is further obtained through the governance structures, processes and procedures of the committees and meetings.

RISK MANAGEMENT

UJ Sport has consistently worked on minimising and managing risks in the sport environment. Three risks were identified, namely the compliance with the Events Bill, engagement with alumni and the availability of an updated and sustainable database. A system for the identification, reporting of, and mitigation of risks exists in UJ Sport to ensure that risks are identified and managed. This is done mainly through the weekly operations meetings. Approval of risk reports are the responsibility of the Sport Management Committee.

FOCUS

Eight strategic goals guide the implementation of the vision and mission and are in line with the goals of the University of Johannesburg. They are to provide and support sustained excellence of the academic programmes, research and community engagement; to strive for equivalence of services and access to facilities on all campuses; to embark on internationalisation; to continuously build a reputable UJ Sport brand; to develop leaders for and in the University and public life; to expand the alumni base; and to play an active role in UJ's fitness for purpose.

PERFORMANCE

Commercial and Marketing Unit

The UJ Sport Commercial Unit (CU) works closely with the UJ Commercial Office. In 2011 the UJ Commercial Unit focused on legal services, sport products and services, sport courses and clinics, sport funding, sport products and sport facilities.

A total income of R5 873 679 was generated in 2011 through sponsorships, sport products, services, sport facilities and funding. A further proposal was put forward to the National Lotteries Distribution Fund (NLDF) for a facilities upgrade, sport-specific research and campus league sports.

Relationships were continued with, amongst others, 702 Walk the Talk, the Gauteng Department of Education, Direct Leisure Holdings (Mitre), ASEM, FIFA and ABSA. Existing sponsorships were renewed for 2012.

Marketing

The Sport Marketing Unit is closely linked to the University's Marketing Division, which is managed by the Executive Director: Advancement. The Sport Marketing Unit is represented on both MARCOM (the marketing committee of the University) and the Communications Forum. It is through these two committees that UJ Sport ensures alignment with the University's marketing strategy.

The annual sport club exhibitions on APK and APB were organised in 2011. UJ Sport was further represented at Open Day and a UJ Sport Open Day was arranged, attended by 96 scholars.

Social functions were arranged for alumni on the evenings of home Varsity Cup matches. Media exposure included print, broadcast and web-based media. The total AVE (average value equivalency) for 2011 was R35 367 138.96. Rugby dominated print coverage. Web-based marketing is the current forerunner in promoting the UJ brand, due to the fact that it is popular among the younger generation, economically viable and allows for instant updating and access.

Biokinetic Clinic

The core business of the Biokinetic Clinic is to provide a relevant environment for the Biokinetic honours students from UJ and Wits. In 2011 students gained in-house clinical experience with a diverse client base. The Biokinetic Clinic strived to provide adequate support to the teaching and learning needs of the Biokinetic honours students in accordance with UJ's Quality Assurance Criterion. The Biokinetic profession is governed by the rules and regulations of the Health Professions Council of SA (HPCSA) and the Board of Health Founders (BHF). The Biokinetic Clinic operates according to these rules and is aligned with the HPCSA ethics' recommendations for health practitioners.

Work-integrated learning at the clinic consisted of observation of biokinetic interventions, assisting qualified biokineticists and contact hours in which patient profiles and medical evidence were discussed.

The number of biokinetic intervention sessions increased by 10% (from 4 163 to 4 589) in comparison with 2010.

New equipment was acquired during 2011. All the rehabilitation equipment was serviced during 2011 by an accredited service provider. An amount of R2 000 868 for the building of a hydro-wellness centre on the APB Campus was approved. Although this project was scheduled to commence in 2011, it was postponed to 2012.

Performance Excellence Unit

The focus for the Performance Excellence Unit in 2011 was consistency, whereby the service providers conducted follow-ups and interventions with the student athletes on a regular basis. The Performance Excellence Division consists of the Sport Science and Sport Psychology Units as well as the medical support functions.

The Unit for Performance Excellence offered the following programmes and services during 2011: preventative screening of high performance UJ student athletes; a functional training area; the appointment of four strength and conditioning coaches for six UJ teams as well as two for the gymnasium; on-site biokinetic services; limited and controlled physiotherapy sessions; counselling; self-leadership and personal development; and team building sessions for UJ sport teams.

A nutritionist prescribed menus for individual athletes and facilitated a number of group sessions.

A life-skills programme for student athletes was managed by the Unit for Sport Psychology. A specialised orientation programme was offered to UJ student athletes before they left for the World Student Games.

An academic support and regulation programme was offered, specifically for sport bursaries students. The Unit for Sport Psychology also did career assessment and guidance for potential as well as current students.

The Unit also offered sport scientific and other services to the national wheelchair tennis and adaptive rowing squads. UJ is the centre of specialisation for these two groupings.

Projects and events

UJ Sport hosted many events during 2011, including the annual Intervarsity, the annual USSA Rowing Sprints, the USSA Cycling tournament, as well as the Rugby Academy week.

The Biokinetic Clinic was involved in the University's Wellness and Resilience Programme for 18 members of the UJ Executive Leadership.

Various functions were arranged during 2011 to congratulate and acknowledge students on their achievements, including two sport achievers and the annual formal Gala Awards Dinner.

UJ Sport manages two suites at Coca Cola Park. A total of 1 214 guests were entertained in SE 401 whilst the NW 302 was rented out for six matches.

Sport participation

UJ Sport provides participation opportunities to all students and staff according to their needs and their level of talent and competence in sport. In order to do that, participation is categorised on a continuum that includes events-based participation on the one end, and high-performance participation on the other end. Between these extremes competitive participation is positioned.

Within the context of the University of Johannesburg, sport clubs are also categorised based on the compliance with certain criteria. Evaluation is completed annually by all the sport managers of the different clubs. Budgets are annually allocated accordingly. It should be noted that high-performance clubs are obliged to not only provide high-performance opportunities, but also competitive as well as social participation opportunities to participants. Through this approach participation opportunities are offered to students on different levels and campuses in order to provide a preferred and professional student sport experience and to identify, develop and nurture sport talent through a process of continuous development.

Through this approach the identification and the development of talent is nurtured through a process of continuous strategising and development. The UJ sport clubs' main objectives for 2011 were to provide UJ students with participation opportunities on various levels; to provide the opportunity to students to excel and perform at their individual optimum levels; to utilise and manage the University's infrastructure to the advantage of UJ student sport participants; to utilise sport as a recruitment tool; to contribute to the holistic development of students; and to contribute to the strategic objective of the University to actively engage communities in and around the University.

UJ Sport should continuously increase participation rates for the Bunting, Doornfontein and Soweto Campuses. In order to increase participation on these campuses, access to sport facilities should be further investigated, in particular for the students from the Doornfontein Campus. The development of additional sport facilities at the Soweto Campus contributed to the increase in students' sport participation during 2011.

Recruitment

UJ Sport, in liaison with other UJ Departments such as PsyCaD and the Student Enrolment Centre, identified various projects and events for recruitment purposes. Recruitment is focused on potential student athletes who are also quality sport participants. Factors that contribute to UJ Sport's recruitment success are the competitive provincial leagues in Johannesburg; the hands-on approach of the UJ Sport staff; the UJ Sport Performance Excellence Programme; and a well-organised infrastructure for sport participation on various levels.

UJ Sport centralised the administration of student athlete recruitment during 2011. A staff member was identified to manage this portfolio. The networks built within the UJ administrative departments and in the faculties have proven to be hugely beneficial for UJ Sport.

One hundred and ninety-nine applications were processed by the Recruitment Office, of whom 45.3% were accepted for their first choice while 16% were accepted for their second choice. Thirty-five applications were incomplete and another 42 were not accepted. Therefore 61.3% of the applications were successful, for either their first or second choice.

One of the major concerns is that 59.3% of the applicants did not apply for residence accommodation. The core of the internal leagues is the sport participation by students residing in hostels. The decline in residence application can negatively influence sport participation at UJ.

A UJ Sport Recruitment Day was attended by all the APK hostels as well as the sport managers and 96 potential recruits for 2012.

Examples of recruitment projects include coaching clinics and courses for schools; mini and junior clubs; the identification of athletes at junior national tournaments; the St Stithians, St Johns and KES Easter Festivals; open days and road shows; and the hosting of events

CHALLENGES

The long timeframe of the University's registration process between applications received and acceptance presents a challenge. Potential students do not get timeous feedback from the University regarding their academic acceptance. Therefore potential student athletes accept offers from other universities.

Bursary documentation from UJ Sport to the applicants is not processed timeously. Late allocation of budgets to sport clubs is one of the causes.

UJ is not yet the preferred university for most potential student athletes. Therefore sport clubs need to focus on quantity as well as quality when recruiting student athletes. The bursary budget is currently still only focused on quality.

The pool of student athletes in the higher education environment is small in comparison to the pool of after-school athletes. The identification of athletes with the potential and desire to study at a university is therefore a tedious and long-term programme.

PERFORMANCE

Athletics, cross country and road running

Track and field

Thirty-three club members obtained junior provincial colours and a further 49 obtained senior provincial colours.

Six athletes represented South Africa at the World Student Games in Shenzhen, China. A UJ student represented South Africa at the CAA African Junior Championships and won a silver medal in the hammer throw. Another UJ student represented South Africa at the All Africa Games and won a silver medal in the shot put.

Eight athletes who took part at the SA Junior and U/23 Championships won medals. Seven athletes who took part at the SA Senior Championships won medals

Cross country

Two UJ students were selected for the national cross country team which took part in the IAAF Cross Country Championships.

Basketball

Three UJ students competed in the Senior All African Games Qualifiers.

Cricket

The UJ First Team finished first in the Gauteng Premier League. As a result they competed at the National Club Championships where they reached the final.

Eleven players were included in senior provincial teams. Seven players were included in junior provincial teams.

Football

The Steinhoff UJ Women's Football Team won the USSA National Club Football Championships for the third time in four years.

Nineteen students were selected for the USSA World Student Games squad. Four women competed in the COSAFA Woman's International Championship. Four players were selected for the Olympic Qualifiers and this team will be representing South Africa at the 2012 London Olympics. Six UJ students received their junior provincial colours for men's soccer and two of the players received junior national colours.

Hockey

Indoor hockey

Two women obtained junior provincial colours and nine men were awarded junior provincial colours.

Field hockey

Nineteen men and nine women were awarded senior provincial colours. Two men and one woman were selected for the senior national team to take part in the Africa Cup. Both teams secured the Gold Medal. One UJ alumnus broke the 20-year-old world record for the most goals scored in test matches.

Netball

Eight women were included in the Eastern Gauteng provincial open A Team. Six women represented Western Gauteng at the U/21 National Championships. Four women were awarded junior national colours. One woman was selected for the South African U/19 Netball team and competed at the Junior Africa Games.

Rowing

One UJ student received junior national colours and participated in the U/23 World Championships where she finished fifth. Two UJ female rowers received senior national colours and will be participating in the London Olympics. One UJ male rower received his senior national colours. The UJ women's team won the USSA Sprints and the USSA boat race. The UJ Rowing Club finished in the runners-up position at both the SA Championships and the Buffalo Regatta.

Rugby

The FNB UJ Rugby Club won the 2011 USSA tournament. UJ topped the 2011 Varsity Cup log and in doing so, UJ qualified for the semi-finals for the first time in UJ's Varsity Cup history. After UJ beat Maties during the Varsity Cup in 2011, the highest ever publicity figures were recorded for the University of Johannesburg. A total of 109 UJ rugby players represented the Golden Lions at either junior or senior provincial level.

Three UJ club rugby players were selected for South Africa and attended the IRB Junior U/21 Rugby Championships where their team secured the bronze medal. One UJ student was selected for the senior national rugby squad and another was selected for Namibia and competed at the IRB Rugby World Cup.

Golf

UJ finished second at the Davis Cup and two players received their USSA Colours. One UJ student was awarded junior U/23 provincial and senior provincial colours. He was part of a senior provincial team that was crowned national champions for 2011.

Four men and one woman were selected for the SA Amateur Golf League. One female golfer played the Gate American Junior Masters in Florida to finish the best of the South Africans in tied seventh.

Martial arts

The men's team won the USSA team Kumite Championships for the seventh consecutive year. Three UJ students represented South Africa at the Commonwealth Tournament and two of them represented South Africa at the All Africa Games where one was awarded a bronze medal.

Sport for students with disabilities

Wheelchair tennis South Africa and Rowing South Africa appointed the University of Johannesburg as the high-performance training and development centre for their internationally competing athletes.

The University of Johannesburg has an agreement with the University of the Witwatersrand whereby each university proposes and supports the development as well as alignment of students with disabilities.

Athletics: track and field

Four students were awarded senior national colours and two students took part in the International Wheelchair and Amputee Sport (IWAS) Championships.

Three students participated in the International Paralympic Committee (IPC) World Championships with one student winning a silver and bronze medal and another winning a gold medal.

Wheelchair tennis

One UJ player was the runner-up at the Melbourne Open, narrowly losing to the fourth-ranked wheelchair tennis player in the world. Another UJ player won the ACSA Soweto Open, the Sri Lanka Open and SCC Open during 2011. He is now ranked 32 in the world. A UJ student improved her ranking to a career best of 10 in 2011.

Squash

Both the UJ men's and women's second teams won their respective leagues. One UJ athlete represented Namibia at the All African Games and the World Team Championships. Two women and six men obtained senior provincial colours

Tennis

A UJ athlete was included in the USSA tennis squad for participation in the World Student Games in China.

Volleyball

The UJ men's team came second in the National Club Championships. Two male students represented Zimbabwe at the All Africa Games Qualifiers. One female student represented South Africa in the All Africa Games Qualifiers. Two students received senior provincial colours.

Water polo

Two men made the USSA Team, five students received junior provincial colours and five students received senior provincial colours.

Boxing

A UJ student is the current holder of the IBO Youth World Heavyweight title.

PROFESSIONAL DEVELOPMENT

Professional Development Plans (PDPs) were implemented for all staff by the Sport Psychology Unit, while training was provided through the Human Resources Division, as well as through external service providers. Attendance of generic training courses has increased over the last year. Specific training was implemented in terms of identified development needs of individual staff members.

The UJ Sport senior management group was introduced to team coaching in 2011, which created the opportunity for the leadership group to learn to communicate better, grow closer to each other and to perform better as a group.

Cultural integration

Cultural Integration activities were arranged for UJ staff members and student assistants, including a netball and a soccer match against the Department of Education.

Facilities

Although no new sport facilities were added during 2011, UJ Sport became the proud owner of a double cab vehicle, which is mainly used for towing boats and transporting equipment to and from events, as well as a medical golf cart for use at major events. A number of maintenance projects were completed, including the paving of the Astro parking lot and the upgrading of signage at the sport facilities.

ENVIRONMENTAL SUSTAINABILITY

Sustainability within the UJ Sport environment implies sustainable delivery of sport participation on a social/recreational, competitive and high-performance level. The management structure, governance, risk management, quality assurance and finance detailed in this report form part of the sustainability measures taken.

Apart from the sustainability requirements of the management of UJ Sport, the sustainability of sport performance is dependent on high-performing participants, quality facilities, high-level competitions and academic performance. This is managed through recruitment, bursaries/scholarships, facility development and maintenance, and coaches. A challenge regarding the physical sustainability in UJ Sport is the potential

of sound, light and space (parking) pollution at the UJ Sport facilities, in particular at the stadium in Auckland Park. In addition to this the recycling of event waste is another sustainability aspect that should be attended to.

COMMUNITY ENGAGEMENT

It is imperative for all UJ Sport Units to be engaged in communities. Seven sport clubs were involved in projects that focused on coaching, talent identification and coach development. The Biokinetics Clinic also provided biokinetic services to senior citizens.

Twelve staff members and 46 students were directly involved in programmes where 7 405 individuals benefited.

UJ Sport is also committed to the community programme in Manica, Mozambique. The total number of participants in the various activities (including life skills, football and computer literacy) was 6 980 during 2011.

Lastly the Department of Sport and Movement Studies and UJ Sport became involved with the Faculty of Health Sciences in the Riverlea community during 2010. Unfortunately the progress was hampered during 2011 as a result of a change in political leadership after the local elections.

STAKEHOLDER ENGAGEMENT

UJ Sport has formal and non-formal links with a variety of associations and institutions, including the South African Sport Confederation and Olympic Committee (SASCOC), Sport and Recreation South Africa (SRSA), national and provincial sport federations, sponsors, all the universities in South Africa, University Sport South Africa, the Gauteng Department of Sport and Recreation and other sport clubs.

LEADERSHIP FOOTPRINT

The staff members of the Biokinetic Clinic presented a variety of guest lectures at the UJ Department of Sport and Human Movement Studies as well as at Wits. The Biokinetic Clinic is the most specialised centre in South Africa for patients with movement disorders.

The sport scientists, physiotherapists, dietician and sport psychology staff of the Performance Excellence Unit are integrally involved in structures and committees of the Physiotherapy Society, SARU, the Association for Dietetics in SA, the Association for Autism, the Glycaemic Foundation of SA, the Sport Specialisation Training Committee, the SA Sport Medicine Association (SASMA), and the African Institute of Transformation and Leadership.

UJ Sport staff and students represented the University of Johannesburg at university, regional and national level. Three staff members attended the World Student Games in China in leadership roles.

CONCLUSION AND WAY FORWARD

UJ Sport is proud of its sport achievements and services to student athletes during the first seven years as the University of Johannesburg. Participation in the various sport codes increased dramatically; students wore the new burnt orange, white and black colours with pride; and several teams achieved on a high level.

Achievements in the various leagues and the number of students who represented the province, region, USSA and/or South Africa put UJ on the list of top sport achievers in the country.

The achievements during 2011 added further credibility and stability to UJ Sport. UJ Sport will continue to consider and initiate new methods and processes to improve on these achievements in the future. This creates an opportunity to identify and address the challenges and create opportunities for the students to excel and enjoy themselves even more.

The integration of the respective UJ Sport units should progressively contribute to support the student athletes in the one single focus of developing into more holistically educated young people to prepare them for their careers and life.

The next four years (2012 to 2015) are crucial for UJ Sport as the demographic composition of the University changes on a yearly basis and the number and level of participants increase annually, with serious time and

cost effects on budgets and staff. With this in mind, staff and student retention, together with a strategically focused recruitment plan, will keep the wind in UJ Sports' sails, as the University's rapid transformation begins to take shape.

Wim Hollander (Prof.)

Executive Director: Sport

J.H. Kriek (Prof.)

Deputy Vice-Chancellor: Finance

UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

COUNCIL REPORT ON STAKEHOLDER ENGAGEMENT

OVERVIEW

Building and maintaining relationships with stakeholder groups is central to the business of the University. Stakeholder engagement impacts directly on UJ's brand awareness and brand resonance.

The stakeholder groups include, among others, engagements with staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions and local and international media.

Additionally there are a number of engagements with stakeholder groups reflecting work undertaken in community engagement within the faculties and support service divisions.

Most of this stakeholder engagement is managed through the Advancement Division which deals directly or indirectly with the University's stakeholders as part of its core business. Many of these engagements are undertaken on a daily basis.

The core business of the Strategic Partnerships Section within Advancement is relationship building, management and collaboration. This entails the development of longstanding and mutually beneficial relationships and partnerships with the broader academic, social and economic community of South Africa. The Section facilitates the initiation, development and registration of UJ partners in the nine faculties and across the four campuses.

In 2011 Internationalisation was reconstituted as a stand-alone division under a new Executive Director (ED) in order to more seamlessly execute Internationalisation as a key strategic thrust of the University. From September 2011 the Division was structured to subsume units for International Partnerships, Study Abroad, International Marketing and Recruitment and International Student Welfare. The latter part of 2011 thus forms an important watershed and foundation period for a reconfigured Internationalisation structure and programme for UJ.

GOVERNANCE

The Division of Institutional Advancement, which manages the University's non-academic stakeholder engagements, is a stand-alone division. All international academic engagements are managed by the newly formed Internationalisation Division. The Executive Directors of these two divisions report to the Deputy Vice-Chancellor: Research, Advancement and Innovation who in turn reports to the Vice-Chancellor.

Senior managers oversee the five remaining sections in the Advancement Division: Brand and Marketing, Communications, Student Marketing, Strategic Partnerships and Arts and Culture. Currently the Manager of Development also reports directly to the Executive Director although structurally the Section fits into Strategic Partnerships. These section heads report directly to the Executive Director: Advancement who conducts one-on-one meetings with them on a regular basis and chairs a monthly heads of section meeting where all the senior managers meet to discuss cross-cutting initiatives and how each section can align and synergise their efforts with advancement initiatives.

In terms of Brand and Marketing, a Marketing Committee meeting is convened monthly to integrate marketing activities across the University. This brings together faculty marketers and marketers in the School of Tourism and Hospitality, Sport and Arts and Culture who report to their respective deans and Support Services executives. This committee has an annual planning session in order to further streamline and integrate marketing activities.

A Brand Awareness Research Study was conducted in October 2011 to ensure that marketing strategies are based on research and that Brand and Marketing achieves its objectives and adds to the brand value of the institution. This study is to be repeated annually to measure success and growth.

A project plan and an evaluation report are submitted after all events run by Brand and Marketing. Monthly reports and meetings ensure that all projects are monitored on a regular basis.

The Community Engagement Section within the Advancement Division reports to a Community Engagement Board. The Development Office is governed by the University's MEC and Development Committee of Council. All incoming funds are managed by the applicable project owner in conjunction with a University accountant.

An Arts and Culture Committee advises the Executive Director: Advancement on Arts and Culture policies and programmes to ensure that these align with UJ's core values and add to the prestige and standing of the University. The Committee is composed of the ED: Advancement (Convener and Chair); the Head of Arts and Culture; the Dean for the Faculty of Art, Design and Architecture; and the Dean for the Faculty of Humanities. The Committee ensures that the activities, aims and objectives of the Arts and Culture programme are managed and sustained in the best interests of the institution, while continuing to foster and develop artistic and creative freedom. The Committee also provides the ED: Advancement with suggestions as to how arts and culture can enhance or supplement academic programmes, and guides the ED on an appropriate vision for arts and culture at UJ.

As mentioned above, international academic engagements are the remit of the Internationalisation Division, which since the fourth quarter of 2011 became a stand-alone division with its own ED, also reporting to the Deputy Vice-Chancellor: Research, Advancement and Innovation.

The cross-cutting nature of the portfolio for Internationalisation necessitates a close interface with the core business of the University, together with various support structures across the University. The division is thus represented at the highest level at the Management Executive Committees: Academic (MECA) and Operations (MECO). Internationalisation is also represented on the Transformation Committee and on the Enrolment Management Committee. In 2011, regular meetings were also held with student representative bodies, The Postgraduate Centre and Student Welfare.

PERFORMANCE

Alumni

The Alumni Affairs section within Strategic Partnerships in Advancement had a busy year in 2011. Most of the planned activities were met and additional work was undertaken for the advancement of the UJ Alumni Network.

A total of 20 stakeholder events were organised, including the following:

- The Annual General meeting of the Convocation as well as a follow-up meeting with retired convocation members as identified by the President of the Convocation in consultation with the Registrar;
- Career Fair, with alumni participation;
- Welcoming of graduates as members of alumni and the convocation of UJ;
- Women Leadership Conference;
- Special networking project with young, dynamic alumni of UJ;
- Top Achiever's Club (current students);
- Dignitas: call for nominations and final award function during the Council dinner;
- Affinity group lunches/events;
- Alumni dinners;
- Arts and culture events;
- Specialised alumni events.

Alumni relations performed well against its set key performance indicators. The new Alumni Strategy 2011 to 2020 was presented to MEC and approved in April 2011. The number of alumni paying members increased from 2 116 to 2 277, which was an increase of 10.1%. The Affinity Programme was developed and marketed to alumni, which included the initiation of the following affinity groups in 2011: Sport, Choir, Law, Accounting, Mining, Marketing and Graphic Design. Alumni Relations updated their database with 23 000 names and addresses, exceeding the 2011 target of 20 000. Communication was sent to alumni on a monthly basis and positive feedback was received.

In order to identify the Top 100 UJ Alumni, 300 names were submitted to the nine Deans for final approval. Nominations for the UJ Dignitas Awards were finalised by the Selection Committee in September. The event was coupled with the Council Dinner and nominated candidates received their awards in November. UJ's six Goodwill Ambassadors, Francois Pienaar, Russell Loubser, Simba Mhere, Aubrey Parsons, Neville Nicolau and Bokang Mojane, all played an active role in alumni events in 2011.

Additional projects

Apart from the targets set for alumni, additional projects were worked on. Alumni Offices were established on three campuses – Kingsway, Soweto and Doornfontein. Two workplace forums were established at Sizwe Ntsaluba, an accountancy firm; and the Top Achievers project was managed. Recommendations for the Student Discount Card were submitted to MEC for final approval; RAU and Vista Alumni lists were put in place for Legacy Alumni; and the Alumni Newsletter was completed in December 2011. Finally, considerable work was done on the Alumni Portal, which will be launched in March 2012.

Institutional stakeholder engagement

Agreements facilitated by the Development Office within Advancement are primarily in aid of funding projects and thus responsibilities associated with the agreements reside within the faculty/department of interest and not in Development. One exception was the agreement facilitated with Kalahari in 2011, which was signed in aid of additional third-stream revenue for UJ by means of selling books through a UJ/Kalahari online bookstore.

The Development Office facilitated the signing of a Memorandum of Understanding (MoU) between the Faculty of Health Science and Philips in aid of collegial work in the health sector. The Development Office also facilitated an MoU between the Faculty of Humanities and the Department of Arts and Culture in aid of bursaries for Humanities students.

An agreement was signed between UJ and the President and Fellows of Harvard College in aid of the collaborative project, the Education Leadership Institute. In addition, the Faculty of Education signed agreements with the Anglo American Chairman's Fund (for R1 000 000) and the FirstRand Foundation (for R1 500 000) for money received towards the Education Leadership Institute Project.

The Arts and Culture Section within Advancement was responsible for a new partnership between IOWA (UJ HIV Unit) and Drama for Life (DFL) which focused on HIV awareness. UJ Arts & Culture also entered into an agreement with the Arts and Culture Trust (ACT) to develop and present a joint arts and culture conference.

The Strategic Partnerships Section of Advancement facilitated partnership discussions and a number of collaboration agreements were finalised in 2011. Community Engagement worked with Helen Joseph, Chris Hani Baragwanath and Charlotte Maxeke hospitals for Mandela Day on 18 June 2011. Over 500 UJ staff and students did volunteer work at the three hospitals on that day. A UJ student volunteer programme at the hospitals is set to commence in April 2012.

Another collaboration agreement was sealed between the Faculty of Management and Ward 69 Johannesburg, involving the provision of training for women entrepreneurs in the Brixion community.

The Ekurhuleni Municipality initiated a partnership agreement with UJ in August 2011, where UJ will assist them with research projects.

The Faculty of Science engaged the South African Nuclear Energy Corporation, (NECSA), agreeing to work together to identify and establish mutually beneficial research areas in order to contribute to national skills development and economic growth.

The Alumni Office reached an agreement to work together with I Can and the John Maxwell Foundation in a student leadership programme.

The Community Engagement Office will be partnering with the Mellon Housing Foundation based in Cape Town in the UJ Student Volunteer Programme, involving a building project for students.

International partnerships

The Division of Internationalisation is charged with ensuring and assuring a University of Johannesburg that is characterised by “an international profile of students, staff, scholarly output and institutional reputation”. Between September and December 2011, the newly formed Division established a fully resourced Office; structured a Study Abroad Programme; and developed new partnerships and relationships with local embassies, in addition to recruiting exchange students and supporting the Student Enrolment Centre regarding international student applications processing.

The reconfigured Division was introduced to study-abroad providers such as the International Student Exchange Programmes (ISEP), Interstudy, and the Council on International Educational Exchange (CIEE) and a relationship was established with the Accommodation Management Office.

Welfare work was carried out throughout the year, which included the International Festival; meetings between the UJSRC and UJISS were facilitated; and student buddies were recruited and trained.

A number of delegations from abroad were received throughout the year, primarily for purposes of exploring collaboration with UJ. In the latter part of 2011, such discussions emphasised funded or part-funded student mobility. The UJ MEC also visited several institutions in the United States of America to explore possible partnerships.

Approximately 30 international partnership events were hosted. A new agreement was signed with Kirklareli University and a renewal with Vrije University. New UJ-initiated discussions were entered into with the United Nations Institute for Development and Economic Planning (IDEP). This involved collaborations such as the IDEP/ UJ Master's Programme in Industrial Policy; the UJ/Makerere University offering of the IDEP/UNDP short course on Global Gender and Economic Policy Management; and the Executive Leadership Consortium of African Universities led by IDEP, Harvard University and UJ. At least two of these initiatives will start in 2012.

CONCLUSION AND WAY FORWARD

The University increased and improved its stakeholder engagements considerably over the past year, most notably in the area of alumni relations, community engagement and development where considerable momentum was created through the implementation of strategic planning. Arts and Culture was also particularly active in the fourth quarter of the year as the section, under new leadership, began finalising negotiations for new artistic collaborations with outside professional bodies. The foundations have now been put in place for promising collaborations in the future.

Communication with stakeholders has also been greatly enhanced, including the development of the University's website. Media relations, developed over the past four years, are also strong, allowing the University to reach a number of stakeholder groupings with accurate and timely information.

The relocation and centralisation of offices for Internationalisation should contribute towards the crucial work of building a team and developing a simple, convenient and efficient student service.

Internationalisation as a division is set to be client focused, laying emphasis on student mobility, Africa partnerships, and the operationalisation of Study Abroad as a business in 2012.

The primary focus for stakeholder engagement going forward will be on alumni; secondary schools, particularly assisting with career guidance initiatives; and the corporate sector where the University hopes to develop new relationships and strengthen existing ones.

Faculty and divisional stakeholder engagements are reflected throughout the annual report.

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

Roy Marcus (Prof.)

Chairperson of Council

UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

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1	Staff Profile – % Black Academic Staff		%	30%	30.3
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4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
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2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
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4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL ON MANAGEMENT AND ADMINISTRATION: OPERATING CONTEXT AND HUMAN RESOURCES MANAGEMENT

OVERVIEW

Context

The University of Johannesburg is a public comprehensive university that functions in accordance with the higher education legislation, subsequent national policies, directives and frameworks, as well as the UJ Statute.

Executive Leadership Group

The Executive Leadership Group (ELG), under the leadership of the Vice-Chancellor and Principal, Prof. Ihron Rensburg, is responsible and accountable for the executive management of the University. The Executive Leadership Group is reflected in the University's ELG organogram and consists of the following people:

- Management Executive Committee:
 - Vice-Chancellor and Principal;
 - Deputy Vice-Chancellors:
 - Academic;
 - Human Resources and Institutional Planning;
 - Research, Innovation and Advancement;
 - Finance (including Sport);
 - Strategic Services;
 - Registrar;
 - Advisor to the Vice-Chancellor and Principal (vacant);
- Executive Deans:
 - Faculty of Art, Design and Architecture;
 - Faculty of Economic and Financial Sciences;
 - Faculty of Education;
 - Faculty of Engineering and the Built Environment;
 - Faculty of Health Sciences;
 - Faculty of Humanities;
 - Faculty of Law;
 - Faculty of Management;
 - Faculty of Science;
- Executive Directors:
 - Academic Development and Support;

- Advancement;
- Expenditure and Procurement;
- Finance Governance;
- Human Resources;
- Information and Communication Services;
- Internationalisation (instated September 2011);
- Library and Information Centre;
- Operations;
- Research and Innovation;
- Sport;
- Student Affairs.

LEGISLATIVE POLICY FRAMEWORK AND STRATEGY

The University functions in accordance with the following:

- The Constitution of South Africa, the Act and all other applicable laws;
- The Higher Education Act and related regulations, policies, strategies and higher education governance requirements;
- National legislation, directives, standards and regulations related to human resources, finance and financial management, research and intellectual property, healthcare, occupational health and safety, disaster management, etc.;
- National higher education imperatives;
- The UJ Statute;
- Directives for the University as approved by the Department of Education;
- Generally accepted principles regarding the role of a university and its place in society, with particular reference to the principles of academic freedom and institutional autonomy;
- The principles of public accountability;
- Applicable principles of corporate governance and corporate citizenship;
- General principles of good governance;
- The University's policies, regulations, strategies and governance documents as approved by Council or Senate and reflected on the UJ website (governance) in the governance documents (approximately 160 documents);
- The University's strategic thrusts, key performance indicators as reflected in the Institutional Scorecard and the Institutional Risk Register as approved by Council;
- The Higher Education Laws Amendment Act (promulgated December 2011).

TARGETS

The Institutional Scorecard of the University (Annexure 3) reflects the targets for 2011. The performance of the University is reflected in the Vice-Chancellor and Principal's Report to Council, section 3 of this report.

REPORT MANAGEMENT AND ADMINISTRATION: HUMAN RESOURCES

OVERVIEW

In 2011, particular attention in the management of human resources was paid to embedding a people-focused and socially-cohesive UJ community. In addition, the following strategic goal has reference: resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

In this regard the year under review saw the Executive Director: Human Resources (HR) reporting to the Deputy Vice-Chancellor: Institutional Planning and Human Resources as well as to the Deputy Vice-Chancellor: Finance while the former was on a three months' sabbatical leave.

The 2011 Institutional Scorecard performance indicators reflected the following human resources management imperatives:

- Human Resources Management Efficiency: a total of 65% and the final score allocated was 60%;
- Employee profile: the academic profile should reflect at least 30% black academic employees and this target was achieved at 30.3%
- Institutional culture programme and impact: a target of at least 60% and the final achievement was 62.5%.

GOVERNANCE AND POLICY FRAMEWORK

Governance

To give effect to the UJ strategic imperatives and operational sustainability, the Human Resources Committee of Council oversees the Council's responsibility related to Human Resources Management within the institution. The Institutional Forum gives advice to Council on matters related to transformation within the institution which includes human resources management.

The Executive Director has weekly interfaces with the Deputy Vice-Chancellor responsible for Human Resources, weekly meetings with the three direct reportees, and also chairs monthly HR Executive Management meetings meant to track progress, identify challenges and do planning. The Executive Director is a member of and reports to a number of the University governance structures (i.e. MEC Operations Committee, the institutional Transformation Steering Committee, the Institutional Forum and an invitee of the Human Resources Management Committee of Council), and chairs the Wellness Committee. The Division values good employer-employee relations and endeavours to maintain the shared interests in employee advancement with labour unions. The management meets periodically with labour at the Consultative and Problem Solving Forum (CPSF), as well as at the Benefits Committee that the HR Division was instrumental in setting up. Further management-employee engagements take place through dialogue forums, among others the Vice-Chancellor and institutional executive leadership visits to campuses and via relevant electronic and related media.

Policy framework

The following key policies and practices form part of the regulatory framework that has relevance to human resources management at the University:

- National legislation and national/international standards related to the management of human resources;
- Conditions of Service;
- Guidelines for appointment and promotion of academic employees;
- Recruitment and retention strategy for academic employees;
- Framework for Staff Development
- Policy on Whistle-Blowing;
- Policies and procedures for the appointment of members of the Executive Leadership Group, heads of academic schools and departments;
- Policy on Sexual Harassment;
- Revised HR Delegation of Authority Schedule;
- Policy on Temporary Employment;
- Policy on Fixed-Term Contract Appointments;
- Policy on Acting Allowances;
- Reappointment and Performance Review Process for incumbent members of the Executive Leadership Group.

RISKS AND RISK MANAGEMENT

High-priority human resources risks reflected on the institutional Risk Register and also being mitigated through the efforts of the Transformation Steering Committee, as well as the Leadership Development Committee, include:

- Loss of high performing employees;
- Inadequate succession planning.

The Human Resource Management Division generates a report on a monthly basis indicating the resignation and appointment of employees as the University and exit interviews are conducted with employees resigning. These reports are circulated to the ELG members for noting and action steps to mitigate resignations that may be avoided. A detailed report related to academic employees is also generated quarterly by the Human Resource Management division and this report serves at the Senex for deliberation and refinement of interventions to mitigate the turnover of academic employees and in particular, of black academic employees.

Risk action plans are in place to develop an employee value proposition (reward, recognition, development, succession planning) to implement in the course of 2012 and to conduct continuous assessment and improvement in order to ensure a conducive and enabling work environment.

A 360-degree leadership assessment instrument was refined by the consultants and approved by the Human Resource Committee of Council and by Council. This leadership assessment was conducted towards the end of the reporting line and individual reports are considered by the ELG member in consultation with the member's coach to improve leadership skills at the executive level within the University.

As far as succession planning is concerned, the item is deliberated at the Management Executive Committee and the Human Resources Committee of Council (with specific reference to members of the ELG either retiring in due course or whose term of office is ending within the next 18 months or two years). Succession planning also forms part of the performance management indicators of members of the ELG.

PERFORMANCE

Human Resource Division key outputs

In the year under review, the Business Partner Model was implemented fully to address strategic business partnering, as well as HR efficiency and effectiveness. To ensure improved service delivery, much effort was invested in the following key initiatives:

- Resourcing;
- HR shared services (data management);
- Organisation development: individual client strategy requirements;
- Employment relations;
- HR Learning Academy (primarily real-time training of the Human Resources business partners).

HR Code of Conduct

- The code was developed and agreed to by all HR Division staff.

Approved policies

HR developed four policies which were approved by the Council namely:

- *HR Resourcing Policy* – policy provides guidelines and procedures that enable UJ to recruit and select the best available talent within as short a period of time as possible.
- *Job Evaluation Policy* – provides a clear, systematic process to evaluate jobs within UJ.
- *Performance Management Policy* – policy sets the framework for a systematic process for each performance management and development cycle, including performance contracting; agreement on development and management, mid-year review, final appraisal, consistency meeting and allocation of performance-based rewards.
- *Policy on Retirement* – the policy clarifies circumstances under which an employee retires at UJ and under which an employee may be appointed after retirement from UJ.

ELG review process

- The procedures for the re-appointment and performance review process for incumbent members of the Executive Leadership Group were approved by the Council. Through this process, seven ELG members were reviewed in 2011 and were confirmed for another term. These included the Registrar; Deputy Vice-Chancellor:

Academic; Deputy Vice-Chancellor: Finance; Executive Dean: Faculty of Health Sciences; Executive Dean: Faculty of Humanities; Executive Dean: Faculty of Education; and Executive Dean: Faculty of Economics and Financial Sciences.

- In addition, the performance of three campus directors was reviewed and two campus directors were confirmed.

The following members of the ELG were reviewed and the outcome was approved by Council:

- The re-appointment of Professor A. Dempsey as Executive Dean of the Faculty of Economic and Financial Sciences, for a second five-year term of office.
- The re-appointment of Professor S. Gravett as Executive Dean of the Faculty of Education, for a second five-year term of office.
- The re-appointment of Professor J.H. Kriek as Deputy Vice-Chancellor: Finance, for a second five-year term of office.
- The re-appointment of Professor A. Parekh as Deputy Vice-Chancellor: Academic for a second five-year term of office.
- The re-appointment of Professor R. Ryan as Executive Dean of the Faculty of Humanities, for a second and final five-year term of office.
- The re-appointment of Professor A. Swart as Executive Dean of the Faculty of Health Sciences, for a second five-year term of office.

Council also approved the recommendation that the contract of Professor M. Sauthoff, Executive Dean of the Faculty of Art, Design and Architecture, be extended until the end of December 2012. Council noted the review outcome of Prof. M.E. Muller (Registrar) and that her contract was effective until her retirement on 31 December 2013.

Executive recruitment

In 2011 executive-level positions became vacant due to retirement. As a result, the following appointments were made: Executive Dean: Faculty of Management; Executive Director: Information and Communication Systems. In addition the newly created position of Executive Director: Internationalisation was filled.

Preparatory framework for the HR shared services employee master file

Preparatory work, which includes mapping of HR processes, and alignment of HR Services business units, took place in 2011.

Post-budget process

The HR Division took over the post-budget process for UJ from Finance.

Operational HR strategy workshops and plans

Strategy sessions took place for all the faculties and divisions subsequent to the Climate Survey done in 2010. Operational planning between the environments and HR was also done.

Coaching and capacity building for human resources business partners (HRBPs)

Leadership coaching was extended to the HRBP Team so as to ensure effective teamwork, and several coaching sessions took place. HRBPs underwent Training Academy workshops to enhance their skills in order to deliver as effective business partners.

Vacancy management project

As a Management Executive Committee initiative for business continuity and cost saving, a vacancy review and management exercise was undertaken:

- Eight vacancies that had been vacant for a period of two years and longer were abolished. Through this process, a surplus of R2 646 024.20 is reflected.

- An additional 16 unoccupied positions were abolished, but the funds (excluding benefit provision) were transferred to the environment's temporary budget.
- An amount of R1 477 438.00 is reflected as a surplus on the provision of benefits.

On-line system functionality changes

The On-line System for Appointments and Payments process underwent significant changes, in particular with regards to the hierarchy, adjustment of rates, approval lines and attachment of documents.

The three departments within the HR Division, namely Organisational Development, Business Partnering and HR Administrative Services, and Employee Relations have shown expansion of roles and responsibilities, as well as improved growth and delivery in each of the focus areas. A senior manager was appointed to oversee the Resourcing Unit, which expanded to include three new positions to enhance turnaround time and quality service delivery. Two HR directors left the employ of the University and their positions (in Organisational Development and Employee Relations) are in the process of being filled. The HR Divisional staff profile decreased from 62 to 57 by December 2011, as reflected in the table further on presenting the overall institutional profile. The table also reflects the HR employment equity efforts in 2011, as displayed in the 18 Whites to 38 Blacks and one foreign national profile.

ORGANISATIONAL DEVELOPMENT

Resourcing

The Resourcing Policy was approved and communicated widely. Predictive Index (PI), a recruitment and development tool, has been introduced to enhance the resourcing process. Several positions, mainly in the support and services, were assessed using the PI tool as part of improving the resourcing process.

A total of 453 positions were advertised during 2011, of which 35% were in the academic field and 65% from Support Services. From 156 academic positions advertised, the full recruitment process of 37% was accomplished and from the 297 Support Services positions advertised the full recruitment process of 48% was accomplished. A total of 85% recruitment has been accomplished and 15% has been carried over to 2012.

A total of 301 employment contracts were concluded in 2011. Relocation costs of R223 957 were incurred for 2011. A total of R1 175 397.46 was paid for newspaper advertisements in 2011.

Human Resources Information System

Self-Service System

- The Oracle HR Self-Service System was rolled out during 2011.
- The HR Information System has been developed to provide a self-service functionality, allowing employees to view and update their personal information and apply for leave online.
- Numerous information sessions were held after which all employees who attended were given access to the system.

Employee benefits

- Salary offers: 379 salary offers were finalised during this period, of which 340 were new appointments.
- Of the 340 salary offers, 237 were accepted on the first offer and 103 were declined.
- Of the 103 declined, 62 accepted with the second offer and four accepted with the third offer.
- Out of the 340 new appointments, 205 went to external candidates and 138 to internal candidates.
- New appointments compared to matrix percentile – 179 new appointment salaries were made below the median of the scale, 92 at the midpoint level, 69 above the median. Appointments made above the median were mainly for scarcity and expertise reasons including Chartered Accountants (CAs).
- Grading of positions: 29 positions were graded in 2011.
- Eight of the positions were in the Library and Information Centre and were graded due to the restructuring of the Library.

- The rationale for grading of the other positions was mainly due to changes in the content or complexity of the position.
- Retirement: a Policy on Retirement was approved by Council. Through this Policy, the UJ retirement age changed from 60 to 65 from 1 January 2012.
- The Retirement Preparatory Programme was approved and seven pre-retirement training sessions were held in 2011.
- Long-service Awards (LSA): 100 staff members received long-service awards.
- A total amount of R1 645 961.00 was spent for the LSA and a sum of R19 311.60 was spent on gifts for these staff members.
- Encashment of leave: a total amount of R29 023 172.10 was spent on encashment of leave in 2011, broken down as follows: R 1 691 648.36 was spent on the encashment of leave for the executive payroll. R27 331 523.74 was spent on the encashment of leave for the UJ payroll.
- Sabbatical leave: the first six-year UJ sabbatical leave cycle ended on 31 December 2011. During the cycle, 140 sabbatical leave applications were approved.
- Financial Study Assistance: UJ offers financial study assistance to staff studying through UJ and other institutions. Financial study assistance is also extended to staff dependants, studying through and outside UJ. During 2011 a total amount of R572 860.00 was paid towards the fees of staff studying at other institutions and a total of R1 309 181.00 was spent towards the fees of staff dependants studying at other institutions.

BUSINESS PARTNERING AND HR SERVICES ADMINISTRATION

Business partnering

- 2011 post budget process: HR took over the post-budgeting process from Finance in 2011. 2011 was the first time HR was responsible for the entire post-budgeting process – preparation and presentation of the post-budget information for the whole university at the Budget Meetings. The 2011/2012 Position Budget was approved.
- Technical positions framework: implementation of the technical positions framework was finalised in February 2011. One hundred and eight positions were matched and placed and 12 appeals were received and responded to.
- MEC Identified Exits: a total of 38 employees were identified as warranting performance improvement interventions or early exits due to non-performance. The list was created with the following categories: voluntary severance package (VSP), medical boarding, performance development and management process, redeployment, and early retirement. Based on HR interventions in consultation with the executive deans, most employees who were on the list are undergoing performance improvement, some have resigned, others taken off the list, two are awaiting medical boarding applications and one employee has since passed away. The project is currently managed by the executive deans and performance is being monitored for those on Performance Improvement Plan.
- Conversion of fixed-term contract appointments to permanent: 32 fixed term contract appointments were converted from fixed term to permanent appointments in the Operations Division.
- Plans for conversion in other environments were halted due to budgetary constraints; however there were cases where some of the conversions were implemented.

Human Resources services administration

- The Human Resources Call Centre was successfully launched in 2011.
- This Unit also coordinated the promotion meetings for academic staff during the year. This included 26 promotions as follows: 15% from associate professor to professor; 31% from senior lecturer to associate professor; 42% from lecturer to senior lecturer and 12% from junior lecturer to lecturer.
- HoDs and Deputy HoDs were appointed and re-appointed throughout the year.
- Vice-Deanship appointment meetings were convened and two Vice-Deans were recommended to MEC for appointment and approval was granted by the MEC.

- The Unit also introduced training to all the heads of faculty administration on the quality of Senex submissions, as well as creating a special appointments form to capture the details of all special appointments namely, visiting professors, visiting associate professors, emeritus professors and honorary professors.
- As part of the Metro Filing and ImageNow Project, the electronic document management system within the HR division commenced with the categorisation of HR data and all files across campuses were categorised and sent to Metro File for archiving.
- A roll-out plan for Human Resources was agreed on and currently the Corporate Governance Office is working on the files for the University executives.
- All the professorial inauguration addresses were conducted and the recommendation that all the speeches should be conducted outside the University recess periods was adopted.

EMPLOYEE RELATIONS

- Substantive negotiations commenced in September 2011, and were concluded in December with the South African Parastatal and Tertiary Institutions Union (SAPTU) and the National Tertiary Education Union (NTEU) and National Education, Health and Allied Workers' Union (NEHAWU). Ten meetings in all were held and the final agreements were signed.
- A 7.25% salary adjustment was agreed upon between the employer and labour for implementation in 2012. Two agreements were signed, one for NEHAWU which will run for one year and one for NTEU and SAPTU which will run for two years.
- Certain items as initially raised by Labour were deferred to the Consultative Problem-solving Forum for further discussion and this took place in the first week of December.
- Four Consultation and Problem-solving Forum meetings were held in 2011. Matters of discussion included clawbacks, harmonisation, the Performance Management System, the Salary Grading Policy, grading of positions, the UNISA/ UJ Agreement and the Agency Shop Agreement.
- Approval by Council of Solidarity as a union was concluded with the signing of the agreement on 19 October 2011. To date the University has recognition agreements with four unions.
- Disciplinary cases and grievances: 19 disciplinary cases were referred to the HR office to facilitate resolution. These cases focused on sexual harassment, absenteeism, abscondment, insubordination and fraud.
- One final written warning was issued.
- There were eight dismissals.
- There were six resignations and 11 applications for early retirement.
- A total of three grievances (only internally in departments) were received, ranging from performance management to unfair treatment to victimisation to unfair labour practice. One grievance was referred to the CCMA, the rest were handled and resolved internally.
- There were four appeals and all of these appeals were turned down and the decisions of the chairpersons upheld.
- Seventeen cases were referred to the CCMA in 2011. Cases ranged from unfair labour practice to unfair dismissals to sexual harassment. None of the cases were awarded to the employee; eight were awarded to the employer; four were settled at the CCMA. There was one fatally defective referral; one case where the CCMA had no jurisdiction; one case was withdrawn by the employee at the CCMA; one arbitration was postponed to 2012 and there was one case where the employee did not take the matter further.
- Three court cases were referred to the Labour Court and are still pending due to challenges with scheduling of dates. Cases range from unfair labour practice to unfair dismissals. One matter was heard at the High Court, the judgement was in UJ's favour in the sum of R247 846.00.
- Performance Management System: One Performance Management hearing was held formally. The case can be summarised as follows: poor performance by staff member and probation not handled properly

WELLNESS

- The Employee Assistance Programme and HIV workplace programme are aligned to the wellness strategy, which has been implemented as part of the UJ Employee Wellness Programme.

Wellness interventions (internal and ICAS):

Counselling interventions conducted by ICAS and the internal Employee Wellness Programme are as follows:

<i>Total engagement rate:</i>	12.4%
Annualised utilisation (%):	4.8%
New cases opened:	138
Group intervention participants:	10
Profiled e-care users:	206
Ask the professional:	2
Problems managed:	229
Services provided:	279
Formal referrals:	2
Face-to-face services:	27

Wellness awareness sessions

The employee wellness programme was marketed to employees. This was a joint marketing strategy between ICAS, Corporate Communications and the Internal Wellness Programme. Thirty sessions were held with different staff groupings and a total number of 510 staff members attended.

Wellness days

Wellness days were held on all campuses, offered by different medical aid schemes and the Occupational Health Centre (for uninsured staff members). A total number of 427 participated in the wellness days.

Staff HIV and AIDS awareness sessions

Thirty-three HIV and AIDS awareness sessions were held with a total of 1 233 staff members. This included the Reabua Programme, where the service staff were specifically targeted.

Staff Peer Education Programme

A total number of 14 staff peer educators were upskilled, so that there could be improved interventions on HIV programmes. Staff peer educators met bi-monthly to discuss progress regarding their educational sessions with staff.

Line managers' training

Line managers were trained on staff wellness and the management of HIV and AIDS in the workplace. The total number of line managers trained is 121.

HIV counselling and testing campaign

Two HCT campaigns were held, and a total of 398 staff members tested. The primary health care offers voluntary counselling and testing services throughout the year and 157 staff members accessed those services. Those who tested positive were further referred for viral load tests, CD4 count tests and further management.

International World AIDS Day

The first International World AIDS Day for staff was observed in December at the Bunting Road Campus. This is in addition to the institutional candle-light memorial held in May for both staff and students. Although not all targeted employees attended the December event, it was a success. It was marked by an educational drama performed by staff peer educators and included an HIV-testing programme.

INSTITUTIONAL EMPLOYEE OVERVIEW

In December 2011 the UJ employee headcount was 2 921 of which 90.35% are permanent and 9.65% are on fixed-term contracts, 981 (34%) are academic employees and 1 911 (66%) are non-academic/support employees. The majority are male – 1 479 (50.6%), and there are 1442 females (49.4%).

Equity performance

In 2011, the University set equity targets as follows:

- 30% of all permanent and fixed-term contract academic staff should be black;
- 60% of all appointments (academic and support/services) should be black;
- 10% of the remaining 40% may be foreign nationals;
- 70% of all black academic appointments should be African.
- The overall equity (see figure below) shows a growth in black employees in 2011.
- 77.83% of all new appointments were black while 8.02% were foreign nationals. Only 14.15% of appointments were white. The target of 30% black appointments was therefore exceeded.
- A total of only 23 employees declared living with a disability.
- All permanent and fixed-term contract employees, academic and support/non-academic employees within faculties and divisions are represented in these statistics. These statistics do not include temporary staff.
- Deceased employees in 2011 were 15, of whom 11 were African and 4 white.

Figure 3: Overall (Academic & support/services) equity profile for permanent and fixed-term employees

Faculty/Division	Black	White	Total	Foreign Nat		Total	Grand Total	Disabled	Faculty/Division Position		
				African	Other				Black	White	Foreign National
Academic Development & Support	53	49	102	2	1	3	105	0	50.48	46.67	2.86
Advancement	36	20	56	2	0	2	58	0	62.07	34.48	3.45
DVC: Academic	1	1	2	1	0	1	3	0	33.33	33.33	33.33
DVC: Finance	0	4	4	0	0	0	4	0	0.00	100.00	0.00
DVC: HR & Institutional Planning	0	4	4	0	0	0	4	0	0.00	100.00	0.00
DVC: Research, Innovation & Advancement	2	0	2	0	0	0	2	0	100.00	0.00	0.00
DVC\ Strategic Services	2	0	2	0	0	0	2	0	100.00	0.00	0.00
Finance	126	78	204	2	1	3	207	1	60.87	37.68	1.45
Human Resources	38	18	56	1	0	1	57	1	66.67	31.58	1.75
Information & Communication Systems	35	17	52	0	0	0	52	0	67.31	32.69	0.00
Institutional Planning & Quality Promotion	2	6	8	0	0	0	8	0	25.00	75.00	0.00
Library & Information Centre	90	40	130	1	0	1	131	1	68.70	30.53	0.76
Operations	444	80	524	1	0	1	525	5	84.57	15.24	0.19
Registrar	0	2	2	0	0	0	2	0	0.00	100.00	0.00
Registrar – Central & Academic Administration	119	48	167	0	0	0	167	4	71.26	28.74	0.00
Registrar – Health & Wellness	22	3	25	0	0	0	25	0	88.00	12.00	0.00
Research & Innovation	10	6	16	0	0	0	16	0	62.50	37.50	0.00
Student Affairs	63	11	74	0	0	0	74	0	85.14	14.86	0.00
UJ Sport	13	20	33	0	0	0	33	0	39.39	60.61	0.00
Vice-Chancellor	4	0	4	0	0	0	4	0	100.00	0.00	0.00
DIVISION TOTAL	1060	407	1467	10	2	12	1479	12	71.67	27.52	0.81

Art, Design & Architecture	20	43	63	3	0	3	66	0	30.30	65.15	4.55
Economic & Financial Sciences	63	110	173	6	0	6	179	0	35.20	61.45	3.35
Education	35	41	76	1	0	1	77	2	45.45	53.25	1.30
Engineering & the Built Environment	80	96	176	32	11	43	219	2	36.53	43.84	19.63
Health Sciences	65	68	133	4	1	5	138	1	47.10	49.28	3.62
Humanities	66	118	184	5	9	14	198	1	33.33	59.60	7.07
Law	24	41	65	3	0	3	68	0	35.29	60.29	4.41
Management	104	131	235	15	2	17	252	3	41.27	51.98	6.75
Science	84	135	219	15	11	26	245	2	34.29	55.10	10.61
FACULTY TOTAL	541	783	1324	84	34	118	1442	11	37.52	54.30	8.18
GRAND TOTAL	1601	1190	2791	94	36	130	2921	23	54.81	40.74	4.45

The following graphs provide an overview of the above targets as at the end of December 2011. It can be noted that both the targets for black academic permanent and fixed-term contract employees, as well as the black academic and support/services appointments, were exceeded.

While the overall equity profile of the University is looking positive at 54.81%, the total resignations for black staff increased to 57.72% with the majority of black resignations coming from the support/services environment. The HR Division is paying particular attention to the retention of black employees and seeks to provide advice on improving these.

Figure 4: Black academic permanent and full-time contract employees

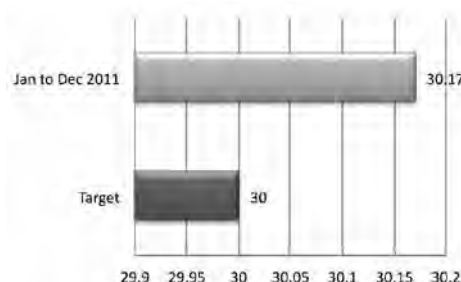


Figure 5: Black academic and support and services appointments

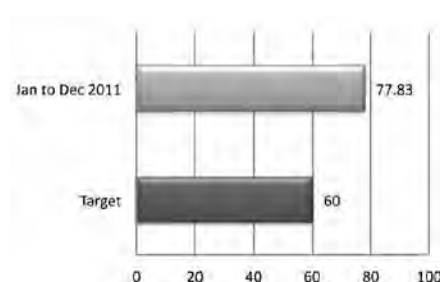


Figure 6: Foreign national appointments

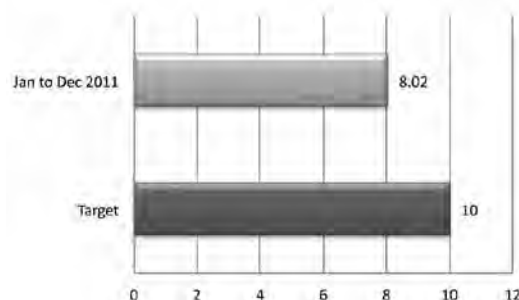
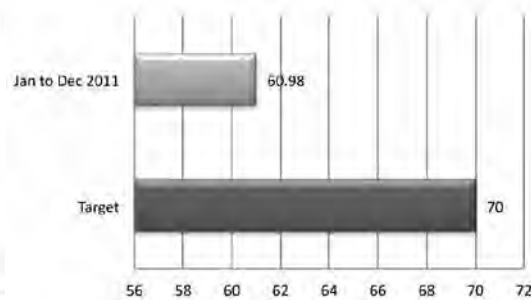


Figure 7: African academic appointments



INSTITUTIONAL SKILLS DEVELOPMENT PERFORMANCE

Executive leadership development

An expanded coaching project started for the Executive Leadership Group; proposals for team coaching for interested faculties/divisions were approved (HR Division Executive Management was also involved in team coaching). Team coaching was also started for the MEC Academic Committee of Executive Deans, MECA.

Training and Development Strategy and framework

Training and Development (T&D) was involved in the drafting of the Training and Development Strategy, as well as related policies and procedures. Strategically the Unit has sought to align all practices with HR practices by incorporating the HR Strategic Plan with the institutional strategy. The Unit is centrally involved in the BBB-EE process by preparing and submitting data and updating own systems according to the requirements. The active use of a Learner Management System (LMS) has been researched for some time and by liaising with other partners using the Oracle system (HRIS< CIS), it will be implemented by 2012.

Involvement in the environment

T&D sees itself as playing a vital role in UJ and the larger Higher Education environment and seeks to make itself available where possible for consulting, as well giving input into processes happening within the environment. Other universities in South Africa are liaised with on a regular basis, both individually as well as via the forums created by the Education, Training and Development Practices – Sector Education and Training Authority (ETDP SETA) and Higher Education South Africa (HESA). Closer to UJ, a close relationship is established with various environments by making sure programmes are adapted to their specific needs i.e. Protection Services, the Library, the financial environment etc. T&D is also involved in programmes targeted at specific levels of UJ staff i.e. the Leadership Training initiative, starting at ELG level and cascaded down to lower level where T&D will play a role in providing interventions institutionally. T&D offered Performance Management training as well as hosted and coordinated all Induction Training for new employees. Closer to HR, T&D initiated meetings on manager level to enhance communication across different sections, and it also plays a part in HR web meetings, as well as HR communications meetings.

Training management

- In managing training the following activities need to be emphasised: the ABET programme has been terminated due to a number of reasons, among others the need for completing a matrix (or NQF level 4 qualifications) as opposed to an ABET qualification (NQF level 1). Various alternatives have been identified and will be implemented in 2012.
- During 2011, a total of six internships were secured.
- Ten workplace experience bursaries awarded to needy BEd students.
- Although 20 short course programmes were secured (Assessor and Moderator Training), the ETDP SETA did not support the initiative.
- The Workplace Skills Plan (WSP) was submitted on time and the full mandatory grant was recovered – an amount of R 5 235 700.00 was paid to UJ in several payments throughout the year.
- No discretionary grants were awarded to UJ for the 2011 period.
- On the administration side of managing training, the impact of a lack of an LMS system was addressed by designing interim support systems in order to capture training interventions, manage all intervention related documents i.e. attendance registers, evaluation forms, etc. as well as provider documentation (all part of the mentioned quality assurance system).
- The total number of learners who applied formally for training in 2011 was 1125.
- The total number of learners who actually attended the training in 2011 was 983.

Training providers used during 2011

The Witbank Institute of Technology presented 53% of the soft skills training. Pro-active consulting presented 9% of the soft skills training. Thirty-eight per cent of the training was provided by internal UJ staff members, including induction training, performance management training and computer courses.

Training and Development short courses

A total of 1 125 short courses were facilitated by a variety of internal and external training providers. These courses focused on information technology skills, general committee administration and the guidelines for

Figure 8: Overall training attendance in 2011

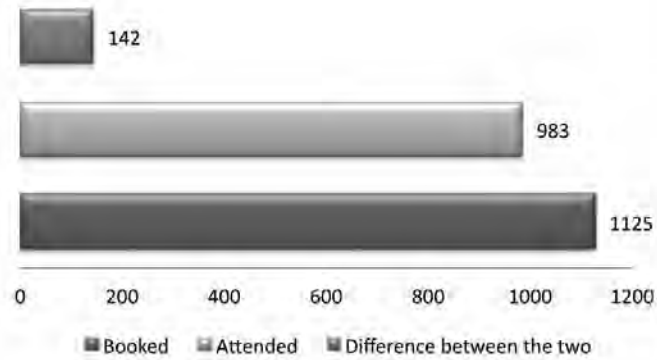


Figure 9: Demographics of employees who attended training during 2011

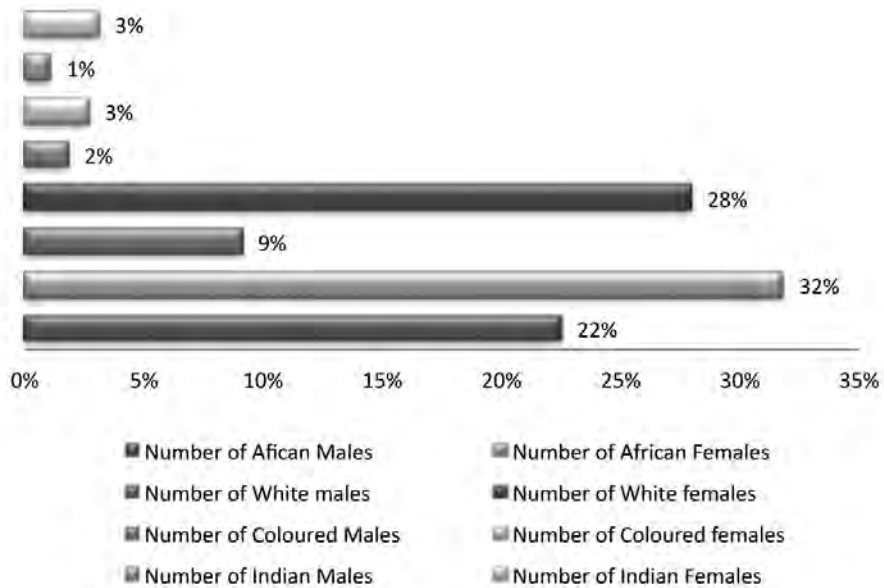
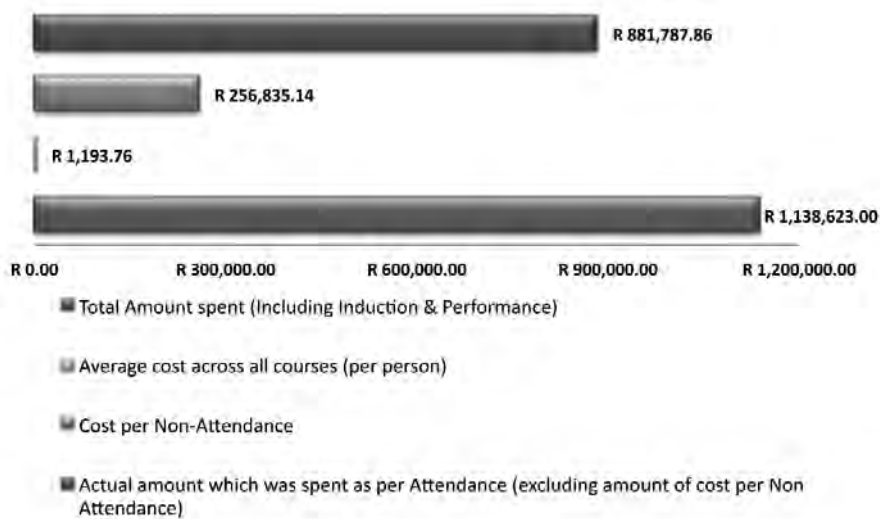


Figure 10: Training costs



effective meetings at UJ, business ethics, advanced report writing, business English writing, various principles of human resource management and labour legislation, communication skills, performance management at UJ, financial management and governance, general client/customer services and project management.

PERFORMANCE MANAGEMENT DEVELOPMENT AND REWARD PROCESS

At the beginning of 2011, the performance management process was communicated to the UJ community. The process was applicable to all permanent and fixed-term contract employees. It was incumbent on these employees to have a performance contract for three performance discussions to take place during the year. The final appraisal rating was the allocation of either a performance-based reward or an appreciative bonus or, in the case of non-performers, neither a reward nor a bonus.

Numerous challenges were identified during the process and the HR Division will pay particular attention to these challenges during the next performance reviews and allocation of performance-based rewards and appreciative bonuses. The Vice-Deans, Heads of Academic Schools and Heads of Academic Departments Category peaked on ratings of 4 whilst the Employee Category peaked on ratings of 3.5. Ratings of 1 and 2 were only received for 2.66% of these two categories.

CULTURE TRANSFORMATION PERFORMANCE

In 2011 the focus of the HR divisional transformation process was on consolidating the interventions done with all HR Staff during 2010 to formulate an HR Division Code of Conduct. A workshop in the second part of the year concluded this process and the Code of Conduct, which all HR employees signed, was launched in October 2011. The HR Forum continued to address issues of transformation, as well as the team coaching interventions. HR employees also participated in the 2011 Diversity Week where the Employee Wellness Unit also participated actively. Continued involvement also happened in the Open Conversation Forums facilitated by the Transformation Office. To render dedicated attention to institutional transformation, the Transformation Office was created in 2011, an institutional Transformation Plan was generated, approved by Council and submitted to the Ministry for approval.

STAKEHOLDER ENGAGEMENT PERFORMANCE

Internal stakeholders

The Division continuously upholds its 'people first' philosophy, and its key role as the inside-outside face of UJ, as well as first point of contact for entry employees. As part of career development, concerted efforts are made to retain best talent and to develop and manage potential talent. Requisite tools and structures forming part of the recruitment and job evaluation policies in particular have been established in order to assist in recruiting, developing, rewarding and retaining good talent. There are continued efforts to provide optimal support to faculties and divisions to manage their own human resources effectively.

External stakeholders

- The Department of Education and Training: the Division collates information with respect to the Higher Education Management Information System (HEMIS) requirements for reporting on employee data.
- Department of Labour: the Division submits annual employee information as per compliance requirements with regards to labour legislation.
- The HR Division has re-appointed Alexander Forbes to continue as the Medical Aid consultants managing the various schemes of the UJ community.
- PricewaterhouseCoopers continues as the provider to assist Human Resources and Finance with outstanding harmonisation items, in particular relating to the total cost-to-institution project.

CONCLUSION

During the year under review the Human Resources Division continued successfully on its journey to align people, processes and policies with UJ's overall strategic goals and priorities. In order to create an environment

sustained for high performance, the Division made progress in its endeavours to achieve the following key strategic considerations incorporated in its thinking:

- Driving continuous organisation change towards improved efficiency and effectiveness across the entire institution.
- Creating enablers for line to manage relationships with their people.
- Building intellectual capability and capacity ahead of institutional demand.
- Flawless execution of HR processes and systems.
- Performance enabling and management system driven by performance-based rewards.
- Developing a strong bench of competent HR practitioners fully embedded into UJ's intellectual capital.
- Establishing UJ as an employer of choice among higher education institutions.

Much work has gone into driving the above towards fitness for purpose, primarily in terms of people, processes and policies. Greater expert support has been provided in the services of an external consultant who has filled the capacity gap and driven the HR Realignment Project with the Division. A snap survey conducted towards the end of 2011 showed considerable improvement in HR efficiency and effectiveness. A final score of 60% was allocated against the set target of 65% efficiency.

TARGETS AND WAY FORWARD

The primary focus for the year 2012 will be on further enhancement and streamlining of the HR management systems, which are key to the HR Shared Services Unit to be fully established in 2012. To support the achievements of the UJ strategic thrusts, the Human Resources Division will continue to factor in its talent management processes and procedures and the imperative to build UJ's intellectual capital ahead of demand through management of its talent capability and capacity.

Key in this regard is the review of the remuneration strategy and formulation of an appropriate policy with the Finance Division; sharpening of the recruitment and retention strategy as well as continuous improvement of institutional culture climate.

Derek van der Merwe (Prof.)

Deputy Vice-Chancellor

Ihron Rensburg (Prof.)

Vice-Chancellor and Principal

T.J. Dikgole (Mr)

Chairperson: Human Resources Committee of Council

**UJ's
STRATEGIC
THRUSTS:
2011 – 2020**

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

**UJ's
RISKS**

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

REPORT OF THE VICE-CHANCELLOR MANAGEMENT AND ADMINISTRATION: SUPPORT SERVICES

OVERVIEW

UJ's strategic goal related to "institutional efficiency and governance", as well as the strategic thrust related to "sustained excellence", applies to the Support Services Division. The operating context and governance, as well as the performance review of the following support services, are reflected in this Division:

- Institutional Planning and Quality Promotion;
- Institutional Advancement;
- Information and Communication Systems;
- Operations;
- Registrar's Portfolio: Academic Administration, Central Administration, Corporate Governance, General Administration and Health and Wellness;
- Transformation Unit.

POLICY FRAMEWORK

The Support Services Division functions in accordance with the institutional policy framework and governance, as reflected in section 3. The corporate governance principles reflected in King III are applicable, as well as the relevant national and international standards. Specialised legislation, regulations and national and international standards are also applicable.

INSTITUTIONAL PLANNING AND QUALITY PROMOTION

OVERVIEW

The Vice-Chancellor and Principal is accountable for institutional planning, in accordance with the decisions approved by Council following the annual Strategy Review Workshop in November of each year. The Division for Institutional Planning and Quality Promotion (DIPQP), managed by Prof Gerrie Jacobs and reporting to the Deputy Vice-Chancellor, consists of two units: the Unit for Quality Promotion (UQP) and the Unit for Institutional Research and Decision Support (UIRDS). The main focus of the Division for Institutional Planning and Quality Promotion involves researching, collecting, analysing and monitoring information about the performance of the institution, as well as its various faculties, divisions, units and academic programmes. The Division then uses the findings to propose strategies, which are aimed at general institutional improvement, to leaders at various levels. DIPQP's mission is to support, promote and facilitate quality promotion and assurance, conduct and disseminate institutional research and provide decision support towards increasing and sustaining UJ's effectiveness.

POLICY FRAMEWORK

The Division follows the quality directives and framework of the Council for Higher Education and the Higher Education Quality Committee (HEQC), along with the Policy on Quality Promotion, the Quality Promotion Plan and the guidelines for the establishment of faculty quality committees.

STRATEGIC THRUSTS AND TARGETS

In 2011, DIPQP aligned its strategic targets with UJ's Strategic Thrusts. These strategic targets included the sustained support of UJ's Quality Improvement Plan; the sustained support of UJ's Quality Promotion Plan (2010 to 2016) in the faculties and divisions; sustained support of the institutional quality system; and the initiation and dissemination of institutional research projects.

The sustained support of UJ's Quality Improvement Plan involved developing different drafts of the Improvement Plan; consultations and approval; submission of the plan and progress reports. The sustained support of UJ's Quality Promotion Plan in the faculties and divisions focused on quality reviews of service and support divisions; the implementation of faculty-specific quality plans; and a research project involving quality management at faculty level.

The strategic target of sustained support of the institutional quality system entailed an institutional student quality literacy framework; the regular review of the UJ quality promotion system; general support for UJ policy review and development; and quality-related committees and conferences. This target also involved steering the signing of the University of Johannesburg /Edge Hill University (UK) Memorandum of Understanding and monitoring its implementation and impact on the institutional quality system.

The initiation and dissemination of institutional research projects focused on commissioning institutional research (IR) as requested by relevant UJ stakeholders; identifying and conducting self-generated IR projects and periodical/cyclical IR projects; and optimally disseminating the findings of all these projects.

In June 2011 the composition of the Division changed from two units to three focus areas. This change was based on a strategic review aimed at an increased focus on recognised scholarly engagement and outputs, in striving to enhance the credibility and reputability of the Division's staff.

These three focus areas are quality promotion, coordinated by the Unit for Quality Promotion; institutional research and survey coordination, coordinated by the Unit for Institutional Research and Decision Support; and strategic planning support, as a divisional portfolio.

PERFORMANCE

The performance of the two units is reflected.

THE UNIT FOR QUALITY PROMOTION (UQP)

The UQP is responsible for facilitating, supporting, promoting and coordinating quality-related matters throughout the institution. In 2011, the following quality-related functions were implemented:

Institutional level

The UQP developed and approved (Senate) the guidelines for programme reviews up to 2015 as an appendix to the UJ Quality Promotion Plan; developed and approved (Senate and Council) the UJ Improvement Plan as the institutional response to the HEQC Institutional Audit Report; developed the final draft of the quality framework for non-subsidised programmes for dissemination in January 2012; and provided support to the development and implementation of the UJ Quality Promotion System at committee, task-team and work-group levels.

Faculty and divisional levels

The UQP provided support for the development of faculty programme review schedules; and facilitated the preparation and provided support for the self-evaluation of modules in Applied Communicative Skills, the National Diploma of Public Relations and Communication (both Faculty of Humanities) and modules in the Faculty of Law and in FEFS.

The UQP also provided support and facilitated preparation for a self-evaluation and peer review of the Centre for Small Business Development in the Faculty of Management and customised support materials per review.

Divisional levels

The UQP provided support and facilitated preparation for self-evaluation and peer reviews of the Centre for Psychological Services and Career Development (PsyCaD) and the Academic Development Centre; provided

support and facilitated preparation for Student Accommodation and Residence Life: Expenditure and Student Marketing; and customised support materials per review.

Research

Research-related projects included quality management in faculties, the supervision of one master's degree student, and the attendance of two staff members at a Research Design course at Rhodes University.

THE UNIT FOR INSTITUTIONAL RESEARCH AND DECISION SUPPORT (UIRDS)

The UIRDS is responsible for supporting institutional and strategic planning and decision-making through institutional research-related actions. This includes four basic activities, namely, collecting data about the performance of UJ; collecting data about the environment of UJ; analysing and interpreting this collected data and transforming this analysis into information that can be used to support institutional and strategic planning; the setting of institutional policies; and the making of academic and management decisions.

Surveys

The Unit successfully completed institutional surveys on community engagement, the postgraduate and undergraduate student experience, the multilingual experience, the HR climate and student employability in 2011.

In 2011 UIRDS staff initiated, facilitated or completed a total of 17 research reports and projects, as well as six in-house seminars and workshops.

Revision of the UJ Vision, Mission and Values Charter

A small working group from the Division conducted innovative work aimed at designing a first draft of UJ's vision, mission and values charter. The working group's proposals were sound-boarded with UJ staff during two workshops. The first workshop involved a selected group of academic staff and the second was geared towards a selected group of staff from the service and support divisions. Valuable feedback was received from participants and towards the end of 2011 a new proposal was tabled by the working group for further deliberations by UJ's MEC, its ELG and its Council.

GENERAL PERFORMANCE DIPQP

DIPQP participated in the Higher Education Leadership and Management (HELM) capacity-building programme of Higher Education South Africa (HESA).

All the staff of the Division participated in the annual forum of the Southern African Association for Institutional Research (SAAIR), which was hosted by the University of Cape Town in October. Besides the presentation of papers and facilitation of workshops by staff members of DIPQP, a benchmarking visit by DIPQP staff to the corresponding Institutional Research & Planning Division of Stellenbosch University coincided with the forum.

The leaders of DIPQP participated in a formal 360-degrees feedback exercise. Feedback received enabled the Division to design and start implementing a leadership development strategy, a professional staff development strategy, a staff wellness strategy and a value-for-money strategy.

LEADERSHIP FOOTPRINT

Two journal articles were published and papers and workshops were presented at international conferences in Canada, Turkey, the UK and Poland. The Unit also presented papers at the SAAIR Quality Institute and the South African Association for Institutional Research Forum.

The UQP presented 37 quality-related workshops to UJ faculties, academic departments and service and support divisions on all four campuses. In addition, the UQP hosted an in-house Quality Conference.

Executive committees and editorial boards

The Head of DIPQP is on the editorial board of the international peer-reviewed journal, 'Quality in Higher Education'.

The Head of Institutional and Strategic Planning is on the editorial board of the 'South African Journal of Higher Education' and of 'Acta Academica'; and was elected to the executive committee of the Southern African Association for Institutional Research (SAAIR) for the term 2010 to 2012. He was once again appointed as international paper referee (for Africa) for the annual European Association on Research, Learning and Instruction (EARLI) Conference in Exeter, UK.

WAY FORWARD AND FOCUS

A decision was taken in November of the reporting year to separate the two divisions, resulting in the Division for Institutional Planning reporting to the Deputy Vice-Chancellor: Academic and the Division for Quality Promotion reporting to the Registrar.

Derek van der Merwe (Prof.)

Deputy Vice-Chancellor: Human Resources, Institutional Planning and Student Affairs

INSTITUTIONAL ADVANCEMENT

OVERVIEW

Institutional Advancement is a support division with operational responsibility for brand and marketing; institutional events; internal and external communications (including on-line content offerings); alumni affairs; community engagement; development (fundraising); student marketing; internationalisation, arts and culture and public intellectual engagement. The Executive Director: Advancement reports to the Deputy Vice-Chancellor: Research, Innovation and Advancement.

Governance within the Division is overseen by structured meetings between the Executive Director and the various section heads and their respective staff. Regular structured meetings are held between the Executive Director and the DVC: Research, Innovation and Advancement. A Community Engagement Board was established during the year, as were committees to oversee Arts and Culture.

POLICY FRAMEWORK

The following policies and charters are relevant: the Policy on Brand and Corporate Visual Identity, the Policy on Community Engagement, the Discourse Charter, the Community Engagement Advisory Board Charter, the UJ Arts Collection Charter and the Charter: Alumni Dignitas Awards.

RISKS AND RISK MANAGEMENT

The major risk for this Division is in the organisation of events. This risk is managed in collaboration with Operations (Protection Services) and Occupational Health Services. A comprehensive methodology is applied to capture all risk planning. Six weeks prior to an event, the event organiser meets with the Occupational Health and Safety (OHS) Divisions and discusses the completion of the prescribed event checklist. Supporting documents are obtained by the event organiser, while the OHS Divisions supply site plans, security arrangements and medical management plans or quotations, based on the information submitted.

A presentation is then made to the Joint Operations Centre of the Events Management Centre of the City of Johannesburg, in collaboration with the Occupational Health Services and Occupational Safety Divisions. Lastly, recommendations are implemented and final approval is given for the event to go ahead.

OPERATING CONTEXT

The Division of Institutional Advancement is made up of the following sections, each with its own administration and budget within the broader Advancement Division.

Brand and Marketing manages the UJ brand and oversees the University's corporate identity and is responsible for all above-the-line marketing, including advertising and collateral. It is also responsible for all institutional events and supporting public intellectual engagements.

Communications manages media relations; publications (internal and external, including the Stakeholder, Teaching and Learning and Research Reports); the UJ intranet content; and crisis communications. Additionally, the section plays a support role in the University's cultural integration and transformation programmes.

Student Marketing is responsible for marketing UJ to schools; liaising with top feeder schools; monitoring school marketing performance; and managing career/recruitment events such as Open Days, Top School Achievers and Life Orientation teacher functions and dedicated faculty days. It also manages select school sponsorships and produces the annual career prospectus.

Strategic Partnerships is primarily responsible for Alumni Affairs and Community Engagement (CE). Alumni Affairs manages all University affinity groups; communication with alumni; and alumni events. The CE Office supports a Community Engagement Board and operationalises its requests; monitors CE projects, which are embedded within the faculties around the University; and supports the annual assessment process of CE projects. Additionally, the Section manages or supports all non-academic partnerships and municipal relations.

Development (Fundraising) also falls under Strategic Partnerships but this Section currently reports directly to the Executive Director: Advancement as the University is engaged in a major fundraising exercise in support of the redevelopment of its Doornfontein Campus. Development manages the donor interface, the donor database, all stewardship initiatives and monitors and records all donations to the University.

Arts and Culture takes responsibility for all arts and culture facilities across the four campuses, performances and exhibitions, the interface with the professional arts and culture community and partnerships in that community or with other performance organisations either formally or informally aligned to the University.

Until the fourth quarter of 2011, **Internationalisation** was responsible for all incoming and outgoing delegations to the University. Additionally, it monitored all UJ's international partnerships and audited existing partnerships while providing the University with recommendations on which partnerships were active, which were dormant and which should be discontinued.

These functions were then transferred to a newly formed Internationalisation Division headed by an Executive Director. The Director of Internationalisation in Advancement retired when the new Internationalisation Division was formed and the staff member in Advancement who dealt with Internationalisation was then transferred to the newly formed Division.

The Executive Director's office is supported by three office assistants serving the Division who all report directly to the Division's Administrative Assistant who, in turn, reports to the Executive Director.

The Executive Director reports to the Deputy Vice-Chancellor: Research, Advancement and Innovation who reports to the Vice-Chancellor. Senior managers run the five remaining sections in the Division: Brand and Marketing, Communications, Student Marketing, Strategic Partnerships and Arts and Culture. Currently the Manager of Development also reports directly to the Executive Director. The section heads report directly to the Executive Director who conducts one-on-one meetings with them on a regular basis and chairs a monthly heads of section meeting where all the senior managers meet to discuss cross-cutting initiatives and how each section can align their efforts with Advancement initiatives.

The Executive Director sits on the Management Executive Committee Operations, the Development Committee, the Naming and Renaming Committee, the Cultural Integration Committee, the Transformation Committee, the Arts and Culture Committee and the Community Engagement Board. Additionally, he sits on the Board of UJFM.

BRAND AND MARKETING

Core business of portfolio

The Brand and Marketing section of Advancement oversees corporate marketing for UJ, as well as internal and external brand management. Additionally it manages all institutional events – particularly those initiated by the Vice-Chancellor.

Governance structures and quality management

Monthly heads of section meetings are held and chaired by the Executive Director: Advancement (ED). Additionally regular one-on-one meetings are held with the ED to maintain momentum.

A Corporate Visual Identity and Brand Policy are in place and UJ usage is closely monitored. On-going training within the University takes place to encourage correct usage of the brand.

A Marketing Committee meeting is convened monthly to integrate marketing activities across the University. This brings together faculty marketers and marketers in the School of Tourism and Hospitality (STH), Sport and Arts and Culture who report to their respective deans and support services executives. This committee has an annual planning session in order to further streamline and integrate marketing activities.

A Brand Awareness Research Study was conducted in October 2011 to ensure that marketing strategies are based on research and that Brand and Marketing achieves its objectives and adds to the brand value of the institution. This study will be conducted annually to measure success and growth. Brand campaigns are informally researched before being launched to ensure messages are understood by the targeted markets.

A project plan and evaluation report are submitted after all events run by the events team in Brand and Marketing. Monthly reports and meetings ensure that all projects are monitored on a regular basis.

Strategic focus and targets

The overarching objective in 2011 for the Marketing and Brand Section was to market UJ on various levels while at the same time moving the UJ brand from 'hip' and 'trendy' to that of 'stature'. This is to be achieved over a three-to-five-year period. The following were the 2011 Marketing and Brand specific objectives in line with UJ strategic objectives:

Undergraduate positioning and marketing: The objective here was to develop a marketing message and integrated campaign for the undergraduate market to position UJ as a cosmopolitan, first-choice, top-tier university in Johannesburg and consequently drive enrolments. The particular focus for 2011 was on increasing the number of quality students applying; creating awareness of the diplomas and degrees; positioning UJ as a 'technology' institution; and retaining and growing the white student base.

Postgraduate positioning and marketing: This objective was focused on developing a marketing message and integrated above-the-line campaign for the postgraduate market to position UJ as a cosmopolitan, first-choice, top-tier university in Johannesburg in order to drive enrolments, particularly at honours level.

Soweto Campus: The year under review saw the final year in a three-year campaign to position the Soweto Campus as a leading higher education facility in Johannesburg with special focus on the development of leaders.

Internal brand building and Corporate Identity (CI) control: The focus here was to plan and implement phase two of the Brand Internalisation Campaign, provide CI training and ensure CI compliance.

Events management: As in previous years, the focus here was on professional event management of ad hoc high-level UJ events.

Performance

The transition of the brand's look-and-feel from 'hip' and 'trendy' to that of 'stature' will take place over three years. In research conducted at Open Day, 93% of parents and 94% of learners either 'liked' or 'loved' the 2011 advertising campaign 'Be Anything You Want To Be', which represented the first step in the brand transition.

This undergraduate campaign incorporated billboards and street pole posters and was taken to schools directly with the Open Day marketing drive. The mobile campaign reached this market on all platforms: Mxit, Mobi, splash advertising and Facebook. Over a two-month period there were 26 616 page views and 12 577 visits to UJ's Mobi site. There was also a 34% click-through rate on UJ's splash ads. Time 2 Talk to UJ (T2T2UJ) and Open Day collateral all featured the new campaign look-and-feel. Undergraduate DVD postcards were produced and used by faculty marketers and Student Marketing. Radio was used for application closing date messaging.

A 2011 Soweto Campus campaign was developed in line with the generic campaign, but with a focus on teaching, as per the strategic thrust document. Billboards and street pole posters in the Soweto area were used, along with print advertisements. A 30-second television advertisement was flighted on Soweto TV as part of this campaign.

Approximately 150 advertisements were facilitated and placed for various faculties during 2011 and six advertising campaigns were planned and executed.

Research showed that the campaign has been very strong and targeted. The sample composition, which was a concern in the 2010 research, was more balanced in 2011.

Brand resonance: Brand resonance is affected by all contact that a prospective student/staff member has with UJ and cannot be measured by media spend or by marketing and brand interventions alone. It is dependent on administrative experience, HR experience, campus life and many other factors. Brand resonance was up by 12.7% from the previous year (69.5% to 82.2%).

For the third year in a row, the UJ brand was judged second in the annual 'Sunday Times' Generation Next Brand Survey.

Brand internalisation campaign: Four sessions were held with brand champions trained during 2010 and six industrial theatre road shows were held in July/August 2011 to take the brand message to the UJ staff.

CI monitoring takes place on a daily basis and CI abuses are monitored and corrected. Staff training sessions were held on an ad hoc basis as required throughout the year and presentations were done at staff induction sessions. The CI Manual and Mini CI DVD were updated and a brand wheel was distributed to all staff.

More than 100 events were managed professionally by the end of 2011. These included a variety of internal and external events such as graduations, professorial inaugurations, public debates and Open Day.

Events management

This Division was involved in the management of approximately 120 internal and external events, such as Academic Opening, graduation ceremonies, Top Achievers' Club, Chancellor's breakfast, campus meetings, the Rededication of the Soweto Campus, professorial inaugurations, Open Day, the Council dinner and Council awards, memorial lectures, public debates, award ceremonies, alumni functions, etc.

Sustainability report

Brand and Marketing staff, through the heads of sections, have been sensitised to the need to promote environmental sustainability and there has been a commendable effort on the part of all staff to use energy sparingly wherever possible.

Governance review

Quality management systems/processes

Research is conducted annually to track the success of campaigns and brand building exercises.

Stakeholder engagement

Stakeholders for Brand and Marketing are both internal and external. Internally we have close ties with the faculties and support divisions via the Marketing Committee and work closely with a variety of departments on

various levels – security, the graphic studio, operations, finances, etc. We engage with the wider public via our marketing campaigns on a regular basis.

These stakeholders include mature/postgraduate markets and undergraduate markets. The Brand and Marketing Section also works closely with a variety of marketing and advertising agencies, particularly HKLM and Human Communication.

Leadership footprint

The Senior Manager: Marketing and Brand Management chairs the UJ Marketing Committee which coordinates UJ marketing activities within a decentralised marketing strategy. Membership is held with the Council for the Advancement and Support of Education (CASE), an international professional body; the Council for Marketing and Advancement in Education (MACE), the southern African professional body; and the Chief Marketing Officer Council.

Conclusion and way forward

UJ has found a place in the hearts and minds of our stakeholder groups and has successfully outgrown – to a large extent – its predecessor brands. It has been established as an inspirational, accessible brand and is seen as ‘cool’ which research has proved is synonymous with ‘stature’ in the minds of South Africa’s Generation Y, our potential and current students. Work will be done in future campaigns to move away from the ‘cool’ visual representations to develop more ‘stature’-type marketing efforts, as per UJ’s strategy. The Brand and Marketing Section has had a successful year on all levels and is proud of its achievements.

COMMUNICATIONS

Strategic Communications is a division of Institutional Advancement, with operational responsibility for internal and external communications, including on-line content offerings.

Strategic thrusts

The Strategic Communications Division has the following strategic thrusts: to build the UJ brand internally and externally through effective communication programmes; to create awareness and increase the visibility of UJ amongst stakeholders; to provide on-going communication about UJ, its activities and programmes; to initiate and facilitate liaison between UJ and its stakeholders; to manage the University’s reputation holistically; to create communication that is clear, pertinent, unambiguous and timely; and to develop and maintain the UJ website.

The Section’s specific focus areas are media relations, web services, internal communication activities, publications and photography and videography services.

Governance

The Corporate Communication Division has weekly planning meetings internally, as well as monthly or bi-monthly communication forums with representatives from all UJ academic faculties and support services departments. Attendance of, and presentation at, the monthly marketing committee meetings with nine faculty marketing executives and the Brand and Marketing Team ensures integration of Communication’s campaigns in the University. All Communications staff work on a shared diary system, which enhances efficiency.

Methods of evaluation of the Section’s activities include communication audits, surveys, questionnaires, media monitoring, awards, complaints, website ‘hits’ and word-of-mouth commentary.

A generic email account and blog were created and implemented in 2011 for easy, anonymous feedback on publications and internal communication campaigns.

Staff members submit monthly progress/status reports, have quarterly one-on-one meetings with the Senior Manager to discuss their key performance indicator documents, and attend various institutional meetings, workshops and forums to represent the Section.

Monthly reports and weekly meetings ensure that all projects are monitored on a regular basis.

Strategic focus

The strategic focus of the Communications Section is to ensure efficiency and effectiveness through an overall communication strategy, including a media relations plan, an internal communications plan, a web services plan, a publications plan, and multimedia plan. This serves to develop UJ as a brand that identifies the University with relevant, accessible and excellent higher education; that has an international profile of scholarly output and institutional reputation; and that has supportive and engaged alumni that contribute to UJ's resource base and reputation.

Through internal communication campaigns, the Communications Division assists in developing a shared and inclusive understanding of transformation, promoting 'living the UJ values', reaffirming and emphasising the University's commitment to diversity, and creating an environment that is characterised by dialogue in a spirit of openness and transparency.

Performance

Media Relations: In the year under review, pro-active media releases were posted on the UJ homepage and statements, alerts and news bites were disseminated to media on a regular basis. A turnaround time of 12 hours was maintained for all media enquiries. Media and publicity was continuously monitored and monthly media monitoring reports were submitted to senior managers.

Print/on-line media reports were forwarded daily to the internal stakeholders mentioned in the reports. Internal stakeholders were continuously engaged to promote their achievements internally and in the media.

Media coverage received for print, broadcast and on-line from April to December 2011 totalled 7 359 items. Based on the AVE (advertising value equivalent), these items amounted to R185 393 568. Due to the liquidation of UJ's previous media monitoring agency, the media breakdown for the months of January, February and March have not been calculated.

A pro-active approach was followed to manage UJ's reputation more effectively within the media by developing an on-line UJ media strategy, making better use of the UJ Experts Directory. An updated expert list was distributed to media partners.

Crisis communications and a media action plan was developed and reviewed.

A media activity plan was executed in collaboration with marketing executives, where different faculties and divisions are profiled through media networking sessions and press releases on topical issues.

UJ Website: Website development plans for the year were implemented and completed, which included a new look and feel for the website. Information on the UJ website was continuously maintained and updated and web policies and procedures were introduced. New web technologies and interactive web browsing (Web 2.0) were implemented and proposed new innovations for advancing the UJ website were examined. Web writing courses were provided and content owners were trained to upload their own content.

The UJ web ranking slipped from ninth to twelfth in Africa during 2011, due to the site not being optimised for Google searches. Considerable work was done, under the guidance of a consultant, in the final two months of the year to address this issue.

Internal communications: Performance in this area showed a considerable increase in activity from the previous year. Projects included increasing the frequency of the electronic newsletter – 'U@UJ' – from bimonthly to monthly; coordinating and distributing three VC messages in 2011; and conducting email campaigns to support forums and initiatives. The on-line birthday card distribution system was managed and e-cards were also sent out on special days.

In addition, employee engagement was improved through the launch of the My Thumbs Up Engagement (loyalty) Programme and the Transformation Office was assisted with a communication plan for Diversity Week and Staff

Day. The Division also created awareness about various UJ departments through the monthly internal profile plan which included video interviews on the web, articles in the on-line newsletter and media brunches and exposure.

Publications: The Section increased its publications output considerably during the year, including a 100% increase in the frequency of the in-house publication and the addition of two reports to the University's suite of annual reports. Two issues of 'UJ Advance', the Annual Report, the Stakeholder Report, the Research Report and the Teaching and Learning Report were produced, published and distributed. Current publications were revised in accordance with overall corporate communications objectives and new technology was implemented to increase brand exposure and publicity.

Photographic and videographic services: There was an increase in photographic and videography requests and assignments across the four campuses due to an improved booking system, enhanced client service and improved turnaround time. The Unit utilised social network sites (YouTube) to broadcast internal productions, creating more awareness and making UJ's website more interactive.

Achievements: 'UJ Advance' won a MACE excellence award in the External Magazines Category.

The Senior Manager of the Section was re-elected as Deputy President of Marketing, Advancement and Communication in Higher Education (MACE), and is a board member of the Council for Communication Management (CCM).

Stakeholder engagement

From a media cultivation perspective, UJ has secured a sound relationship with the Independent Group, science, health and education journalists and international journalists based in South Africa. Seven media networking sessions were hosted during the year, with the likes of the Independent Group, Avusa, and Media 24. In addition, several UJ ELG members received comprehensive media training, facilitated by this unit.

Corporate Communications also manages issues and crisis communication when incidents reach the public domain. 2011 saw issues related to student protest, crime, and extreme queuing during late application, which impacted negatively on the University's reputation.

The Communication Division continuously strives to improve engagement by arranging bi-monthly communication forums for staff. The Division also launched a loyalty programme to encourage participation in internal initiatives and engagement with other faculties and support units.

Leadership footprint

The Senior Manager is Vice-Chairperson of MACE and a board member of CCM. Additionally she has membership of the International Association of Business Communication (IABC), the Council for Advancement and Support of Education (CASE) and is a member of the International Visitor Leadership Programme Alumni (IVLP Alumni) in the United States.

Conclusion and way forward

The Communications Section is determined to advance reciprocal communication between the institution and its internal, as well as its external, stakeholders by way of strategically aligning its activities to the strategic thrusts of the University.

Through the Section's various campaigns and activities it aims to support UJ's above-the-line marketing initiatives and build the UJ brand externally.

Going forward, the Section aims to further incorporate student communication into the institutional communication strategy, in order to roll out a comprehensive plan with a cohesive message.

Specific priorities for 2012 include further updating of the expert list, GPS branding and positioning on Google Earth, and upgrading SharePoint 2007 to SharePoint 2010.

STUDENT MARKETING

The 2011 overarching objective for the Student Marketing Section was to assist in increasing student enrolment numbers through direct targeting of undergraduate, postgraduate and international students with specific focus on white, diploma and SET students. The 2011 target for undergraduates was 48 589 (2.5% increase) and 6 704 (7% increase) for postgraduates.

During the year under review the Section continued to implement the innovations mandated by the MEC in 2009. However, International Student Marketing was centralised and moved away from Student Marketing.

Undergraduate student marketing

Innovations such as the Orange Carpet Campaign, UJ's Career Day, the Life Orientation Teachers' Seminar and the Science, Engineering and Technology (SET) Principals' Lunch were successfully implemented. All except the Orange Carpet Campaign had significant impact in taking the student marketing strategy forward.

Orange Carpet Campaign: The purpose of the Orange Carpet Campaign was to fast-track the applications of top learners due to the fact that UJ was losing top achievers to other tertiary institutions such as Wits, the University of Pretoria and North-West University. Another important objective for the campaign was to contribute towards improving APS levels in general at UJ. In its first year the Orange Carpet Campaign generated significant results, producing 121 applications to UJ of which 67 eventually enrolled at the University. The target of 90 was exceeded by 31 applications. However, these numbers dropped significantly during 2011 as a result of a change in criteria from APS 40 and above to 80% in all Grade 12 subjects.

There were only 48 Orange Carpet students for 2012 (students with a Grade 12 Admission Points Score of 46 – as determined by the MEC). Twelve students still qualified for the courses they applied for, but were no longer considered Orange Carpet students. Only six applicants eventually enrolled with UJ.

Time to Talk to UJ (T2T2UJ): T2T2UJ is a focused UJ Career Day which involves all the faculties in an attempt to give top-performing students an opportunity to make their career choice early and also encourage learners to apply early at UJ.

Life Orientation (LO) Teachers' Seminar: This is an initiative to maintain and consolidate our partnerships with our top feeder schools, particularly the LO teachers.

Science, Engineering and Technology Targeting: A SET Research Day was successfully held and approximately 40 stakeholders attended, including postgraduate students, alumni, academics and external research partners.

UJ prospectus: The production, print and distribution of the UJ career information prospectus was centralised and Student Marketing printed and distributed approximately 350 000 copies.

For schools' marketing and targeting, Student Marketing focused on schools that had been identified as a priority for the University based on the number of students that have enrolled from these schools in the past, as well as taking into account the strategic plans of the University. The Section distinguishes between the first 500 schools, the second 1 000 and the rest of the schools.

Postgraduate student marketing

During the year under the review, significant progress was made on the postgraduate marketing front. The Next Generation Scholars (NGS) was successfully implemented for the 2010 cycle. Three hundred and twenty-three applications were received and 32 NGS students were finally admitted.

An aggressive Honours Degree Marketing Campaign, introduced in 2010, continued to yield significant impact in 2011. In addition, Student Marketing circulated notifications of postgraduate funding opportunities to postgraduate students and alumni which yielded significant enquiries that were routed to the respective faculties.

Strategic focus

The undergraduate Student Marketing drive is based on four key marketing objectives, namely: to market and introduce UJ as a leading comprehensive institution of higher learning as a career, training and study option; to identify potential students at schools and guide learners to make the correct career choices; to establish the name of the University in the market; and to attract Afrikaans-speaking and English-speaking white students back to UJ.

Performance

In line with the UJ Strategic Objectives, the undergraduate Student Marketing performed as per its core activities as follows:

Market and introduce UJ as a leading comprehensive institution of higher learning as a career, training and study option

It is the view of all student marketers that this is the main objective of the Section. This goal was achieved through the following activities:

Attending career exhibitions and career days: A total of 22 days were spent at National Career Exhibitions. One hundred and eighty-eight Career Days were attended.

Discussions with Life Orientation (LO) Teachers: One hundred and eighty-six visits to LO teachers and school principals were made.

Presentations to learners: Two hundred presentations were made to Grade 12s and 159 to Grade 11 learners.

Supplying learners and schools with necessary material from the University: all relevant printed publications, e.g. application forms, the career prospectus, posters, faculty brochures, and marketing and promotional material, were supplied to schools.

Campus tours: nineteen campus tours were initiated on request.

Identify potential students at schools and guide learners to make the correct career choices

Prospective students were identified and guided in career choices, however Student Marketing has limited feedback from referred prospective students and therefore the effectiveness of this goal cannot be measured.

Grade 11 database: This marketing campaign was successfully implemented last year and approximately 10 000 contact cards were collected. The capturing of the data from the cards is still problematic though as it is very time consuming.

To establish the name of the University in the market

Information pack to learners on the database: About 10 000 of UJ's target audience were reached in a direct and personal manner through this campaign. UJ is currently the only institution that provides this service.

Attract Afrikaans speaking and white students back to UJ: Student Marketing's Top 30 Schools Partnership Campaign targeted ten leading Afrikaans schools. It included advertisements in school yearbooks and sport sponsorships, for example, the annual UJ/Florida Prestige Athletics meeting.

Stakeholder engagement agreements/partnerships

The Doornfontein Campus is used as a matric exam marking centre, which Student Marketing uses as a further marketing opportunity, by giving promotional items to the teachers.

The Life Orientation Teacher is Student Marketing's most important source of marketing and access point to the learners in schools. During the year under review the Student Marketing section hosted a successful Life Orientation Teachers' Seminar on 14 May 2011.

Leadership footprint

The Senior Manager served as Institutional Forum (IF) Chairperson until mid-year 2011 and is currently serving as an ordinary member representing NEHAWU. The Postgraduate Coordinator for the Section is the current serving President of the Career Exhibitions and Information Association (CEIA). An undergraduate marketer serves as high school governing body member at Westbury High School.

Conclusion and way forward

Student Marketing was able to action and implement its marketing programme in line with the University's strategic objectives. More innovations will be introduced under the revised Student Marketing Strategy which will be presented for MEC approval within the first half of 2012. The Time to Talk to UJ Campaign will continue in 2012 but will be renamed Top Achievers' Open Day to align and refocus. The Life Orientation Teachers' Seminar will also continue under the name of The UJ Teachers Conference. The Orange Carpet initiative did not produce the desired yield as compared to 2010 when the criteria was pitched at APS 40 to 46. The MEC has now approved the continuation of the campaign by using the 40 to 46 APS criteria as opposed to APS 46 and above. This should provide a greater yield in 2013. The Student Marketing Ambassador Volunteer Programme was launched on 13 October 2011 and the operational and strategic plans of the pilot programme will be implemented during 2012.

STRATEGIC PARTNERSHIPS

The Strategic Partnerships Section consists of Alumni, Community Engagement and Development, although Development currently reports directly to the Executive Director: Advancement. The main goal of the Strategic Partnerships Section is to promote active partnerships between the University's internal and external communities in order to facilitate and harness mutually beneficial relationships that are relevant and sustainable over the long term. The core business of Strategic Partnerships is relationship building, management and collaboration. This entails the development of longstanding and mutually beneficial relationships and partnerships with the broader academic, social and economic community of South Africa. The Section facilitates the initiation, development and registration of UJ partners in the nine faculties and across the four campuses.

Alumni: Here the focus is on developing a vibrant UJ Alumni network. Supportive and engaged alumni, who actively contribute to the institution's resource base and its reputation, are fostered.

Community Engagement: The Unit's main objective is the infusing of community engagement into teaching and learning, as well as fostering partnerships with communities.

Development: The goal of the Development Office is to increase donor income to the University.

Strategic Focus

Alumni: According to Strategic Thrust 7 of the Institutional Strategic Thrusts for the Next Decade, UJ has a goal of fostering alumni that are supportive and engaged, in that they contribute to the institution's resource base and its reputation.

Selected key indicators for the 2011 Alumni Programme required that targeted campaigns be aimed at UJ graduates post 2005, to alumni from legacy institutions, established in their careers and to high income, influential alumni. The Alumni Programme was also required to focus on increasing alumni paying members by 10%; getting alumni contacts up to date and communicating with alumni stakeholder groups regularly.

In addition, the programme was to aim at identifying the next Top 100 UJ Alumni; present nominations for the UJ Dignitas Awards and organise a high-profile awards event; and identify six Goodwill Ambassadors and engage them in 2011 alumni events. The programme was also required to focus on revisiting the alumni relationship strategy and presenting a new plan to MEC, demonstrating innovation.

Community Engagement: Strategic Thrust 1 of the Institutional Strategic Thrusts makes provision for sustained excellence in teaching and learning, research and engagement with communities that is mutually beneficial and promotes social, economic and educational development.

The three strategic objectives for Community Engagement (CE) are that at least 10% (from the current base of 4%) of all academic programmes incorporate service learning efficiently and cost-effectively into their curricular; that UJ address the developmental needs of communities by providing them with access to the University's intellectual capital; and that CE is increasingly recognised and implemented as UJ's third core function.

CE's activity was guided by the following key indicators in 2011: actively marketing CE policy across the institution; monitoring all UJ CE projects; managing a CE stakeholder survey; managing two CE Board meetings; and developing a UJ Student Volunteer Programme.

Performance

Alumni: Most of the targets were met and additional work was undertaken for the advancement of the UJ Alumni Network.

Community Engagement: Community Engagement at the institution received a scorecard rating of 8, which indicates adequate performance against set performance indicators.

Stakeholder engagement

The Strategic Partnerships Section of Advancement facilitated partnership discussions and a number of collaboration agreements were finalised in 2011.

Aside from the partnerships with Helen Joseph Hospital, Chris Hani Baragwanath Hospital and Charlotte Maxeke Hospital, another collaboration agreement was sealed between the Faculty of Management and Ward 69 Johannesburg. This involved the provision of training for women entrepreneurs in the Brixion community.

The Ekurhuleni Municipality initiated a partnership agreement with UJ in August 2011. In the partnership arrangement, UJ will assist the Ekurhuleni Municipality with research projects in identified areas.

The Faculty of Science and NECSA reached an agreement to work together to identify and establish mutually beneficial research areas.

The Alumni Office had a number of engagements with I Can Consulting and the John Maxwell Foundation. An agreement was reached for the two parties to work together in a student leadership programme in 2012.

The Community Engagement Office had discussions with the Mellon Housing Foundation and the two parties agreed to work together in the UJ Student Volunteer Programme, particularly in the Section that is involved in building projects for students.

Conclusion and way forward

For 2012, the Alumni Relations Office aims to increase paying alumni members by 10%; to develop and implement eight additional UJ Affinity Groups; to finalise the work readiness and work placement programme to be operational on all campuses by the end of June 2012; to finalise 100 000 names on the alumni database; and to send monthly communications to alumni stakeholder groups.

Community Engagement has set a number of targets for 2012. Firstly, the monthly progress of all CE projects will be monitored and the ED and DVC will be sent quarterly reports on this. Secondly, two annual workshops on service learning will be held with the faculties, along with bi-monthly CE coordinators' meetings. Thirdly, a committee for the placement of projects in the faculties will be established by February 2012 and a schedule of meetings provided. In addition, a plan will be presented to the MEC on the Student Volunteer Programme by the end of February 2012 and implemented if approved.

Fourthly, a CE Assessment Committee will be established to manage the CE Scope and Impact Study 2012. Fifthly, the CE Unit aims to hold two CE Board meetings in 2012, along with the following CE institutional initiatives and projects: Mandela Day, the Women Leadership Project, Art for AIDS, the CE Awards, the CE Road show and the CE Showcase. Lastly, a marketing and communications strategy will be developed by March 2012 and presented to the ED and DVC.

DEVELOPMENT

The Development Office is a unit within the division of Strategic Partnerships. Its core function is to raise funds from corporates and other funding organisations in aid of the University's priority projects.

Governance

The Development Office is governed by the University's Management Executive Committee and Development Committee of Council. All incoming funds are managed by the applicable project owner in conjunction with a university accountant.

Risks and management of risks

Government subsidies in the tertiary education environment are decreasing, thus the need for additional income is becoming more important in order to complete key institutional projects. However, current economic constraints have made it difficult to obtain funding as donors' profits have weakened. Thus available capital is usually allocated towards corporate social investment projects and consequently fundraising in general is becoming more strategic and projects have to align with criteria set by funding organisations and companies.

Focus

The Development Office is aligned with the following UJ Strategic Thrust: sustainable resources management and utilisation. Within this thrust certain goals/targets were set, namely to respond to specific project requests from the Development Committee to support the Doornfontein Campus Redevelopment Projects; to raise R3 million in support of the UJ/Harvard collaboration; to identify potential governors and invite them to join UJ's Board of Governors; to track income received from donations on a quarterly and annual basis; to assist in raising unencumbered funding through bursaries and other initiatives; and to support the efforts of the UJ Naming Committee.

Performance

The Section's performance was focused on the Doornfontein Redevelopment Project, the UJ/Harvard Education Leadership Institute (ELI), the UJ Board of Governors, the Alumni Individual Giving Campaign, the Next Generation Scholars Programme, the Bursary Stewardship Programme, the UJ Book and the UJ Naming Committee. The Section was also focused on quarterly tracking of donor income and supporting the institution's unencumbered fundraising goal for 2011.

Doornfontein Redevelopment Project

The following indicate the activities undertaken during the year on this project:

- **Faculty of Engineering and the Built Environment: Engineering Development and Innovation Programme (estimated infrastructure cost: R76 563 904, running and equipment costs: R212 809 305):** The Technology Innovation Agency donated R5 200 000 as seed funding to establish the Chemical and Environmental Engineering Technology Station. The following asks are still undetermined: NSF, Daimler Fleet Management, and the National Lottery Board.
- **Faculty of Health Sciences (FHS): Clinical Simulation Facility (current estimated cost: R6 801 362):** Philips signed an MoU with FHS and budgeted for equipment to be given to UJ in 2012. Netcare has indicated interest in the facility, and further discussions are underway. In addition, R300 000 worth of equipment was donated to Radiography in 2011. It is envisaged that FHS will use part of their DoE Clinical Grant to fund the building.
- **Faculty of Health Sciences: Optometry (current estimated cost: R18 142 620):** Research identified nine companies with a focus on healthcare. These companies include: the Discovery Foundation, the Airports Company of South Africa, Spar, Truworths, Vodacom, Nampak, BMW, Medi Clinic and Engen.
- **Faculty of Science: Chemical Store Relocation (current estimated cost: R3 091 545):** The budget for the Chemical Store Project escalated from R800 000 to R3 091 545. Donor prospects associated with the Chemical and Allied Industries Association have been identified.

- **General:** A case-for-support document, a Bill of Quantities and a list of potential donors for the DFC Redevelopment Project was produced by the Development Office and sent to the Chair of Council who is the Council lead for this proposal.

Alumni Individual Giving Campaign

Initially it was agreed that the Development Office would launch an Annual Giving Campaign in 2013 as the Alumni Office had still to organise affinity groups to reengage the alumni body. However, Annual Giving was brought forward to 2012 and then to the fourth quarter of 2011. A letter of appeal was written and disseminated in October 2011 to a pilot cohort of 5 000 alumni. To date no response has been received from this call.

Next Generation Scholars: Second round and placement programme

The first-round NGS was a great success with R14.7million being raised. UJ was first to market with this initiative and since then similar projects have been rolled out by numerous other institutions making a second round of fundraising more challenging.

An NGS second-round proposal was sent to the first-round donors, outlining the success of the first round and calling for support for the second round.

A function was held in aid of the UJ/Ford Foundation partnership and acting country representative, John Butler-Adam, attended. The Foundation will only be approached for funding towards the second round in 2012.

Bursary Stewardship Programme

The Bursary Stewardship Programme was created by the Development Office in 2010 in an attempt firstly to acknowledge existing bursary donors (which has never been done in the past) and secondly, to increase bursary money to UJ which is seen as unencumbered funding. This initiative, which is now embedded in the Development Office's daily functions, entails relationship-building visits and stewardship initiatives with companies already contributing bursary money. It also involves researching companies that provide bursaries but who are not engaged with UJ.

To date 14 companies or foundations have been visited and ten more companies have been targeted with appeal letters requesting a meeting in 2011.

UJ Book

The UJ commemorative book was completed in December of 2010 and entered into the 2011 MACE Awards where it received an Excellence Award. The UJ Book has been used effectively as a marketing tool and corporate gift, and copies have been distributed to Council members, prominent alumni, donors, corporate stakeholders and on-campus VIP visitors.

Quarterly income tracking

Donor funding increased from R40 925 783 in 2009 to R43 623 482 in 2010 and R56 564 277 in 2011.

Unencumbered funding in 2011

In addition to the R56 564 277 received in donor funding, a total of R24 634 550 was raised in 2011. This consisted of Eskom bursaries, a new contracts allowance, a new merits allowance and Tuition New Contracts. Other contributors to this fund included: an Albert Wessels Trust donation, a donation from the Toyota SA Foundation and an unencumbered DST (NIPMO) donation of R1 million towards the Technology Transfer Office.

Leadership footprint

The Development Office aims to cement relationships with key funding organisations and companies both in the private and public sectors. Staff from Development regard themselves as ambassadors of the University, selling the University's achievements in aid of funding support which commissions and maintains projects which often impact on civil society.

Conclusion and way forward

2011 was a challenging year due to the current global economic climate; however, the overall results in the Development Office were encouraging, as indicated by the Office's performance. Donor income increased by 29% and valuable relationships were cemented for the way forward. With a staff composition of four, the Office performed exceptionally well.

Targets/initiatives for the next reporting year

Development's project portfolio will remain similar in 2012; however, it will aim to increase donor income and the number of value-added partnerships for the various projects.

Kerry Swift (Mr)

Executive Director: Institutional Advancement

Adam Habib (Prof.)

Deputy Vice-Chancellor: Research, Innovation and Advancement

INFORMATION COMMUNICATION SYSTEMS

OVERVIEW AND OPERATING CONTEXT

The Executive Director: Information Communication Systems (ICS) reports to the Deputy Vice-Chancellor: Human Resources, Operations, and Information and Communication Systems. The ICS portfolio consists of the following divisions: Solutions Delivery, Chief Technology Office, IT Operations and Management Information Systems.

Solutions Delivery

Solutions Delivery is responsible for the development of new IT applications and the enhancement of existing solutions. This Division also integrates existing solutions ensuring that management information can be extracted from best of breed systems.

Chief Technology Office (CTO)

The Chief Technology Office is responsible for designing, configuring and maintaining core enterprise technologies for the University. This office also pilots new technologies with the aim of bringing in innovation to improve operational efficiency. The CTO office is also involved in upskilling and improving the technical expertise of ICS staff.

IT Operations

IT Operations is responsible for managing the University's IT infrastructure, ensuring that IT users get the best service on a daily basis. This Division includes the following sub areas: IT Help Desk, Desktop Support, Networking and Telephony.

Management Information Systems

The Management Information Systems (MIS) division consolidates business intelligence and provides this to the University's decision makers in the form of reports, summaries and extracts. MIS also facilitates the provision of statutory reports as prescribed in HEMIS.

It should be noted that the structure of the above divisions is under review and as such changes will be implemented in line with the new IT strategy, due for adoption and implementation in 2012.

POLICY FRAMEWORK GOVERNANCE

Policy framework

The ICS Division is governed by the following policies: the Policy on Purchasing and Replacement of Computing Equipment; the UJ E-communication Policy; the UJ E-evidence Policy; the UJ Email Legal Notice; the Information Security Policy; and King III IT governance.

Governance

Chapter 5 of the King III Code of Good Governance requires that the University put in place an IT Governance Framework to address key management controls. ICS has undertaken to establish such a framework and to align its controls and practices to this framework. Discussions have been initiated with key stakeholders in this regard.

RISKS AND MANAGEMENT OF RISKS

As ICS is an enabler of many of the University's core processes, it is therefore imperative that Risk Management be an important part of ICS's operations. An internal audit was conducted by the internal auditors of which the results will be known in 2012.

Data centres

ICS initiated a project to comprehensively mitigate many of the data centre-related risks that were highlighted in the 2010 audit report. Issues such as electricity feed reliability, fire suppression and cooling were adequately addressed as part of this project. A planned maintenance process has been put in place, in collaboration with the Operations Division, to ensure that all data centre equipment is kept operational and fit for purpose.

Information security

An Information Security Manager position was filled and the incumbent is now in the process of reviewing all related policies and putting controls in place to ensure that Risk Management is embedded into ICS's daily processes.

An Internal Risk Management Committee has been instituted to ensure that the IT Risk Register is constantly updated and that IT risks are adequately mitigated or escalated. This process feeds into UJ's wider Risk Management Committee.

Business continuity

Business continuity, as tagged by the audit report, is an area of concern. ICS is participating as part of a special committee set up by the Risk Officer to address all the identified gaps. It is planned that going forward a revised Disaster Recovery Plan will be in place, a Business Continuity Policy formulated and that at least one disaster simulation per annum will be conducted to test the continuity capabilities of our core business systems.

PERFORMANCE

Research support

The first research outputs using UJ's high performance computing cluster were delivered during 2011. This has elevated the stature of UJ as a significant contributor to knowledge production. There are plans to ensure that there is greater utilisation of this facility going forward.

Collaboration systems

During 2011 the email systems were upgraded to Exchange 2010. The upgrade allowed for the increase of mailbox sizes from 500 MB to 1 GB with added resilience. The project also enabled ICS to add Disaster Recovery Capability for the email system.

Microsoft Lync 2010 was deployed, allowing for added functionality, better service delivery and enhanced collaboration. The deployment of Lync 2010 is an essential component of the revised disaster recovery strategy to be rolled out in 2012.

SharePoint 2010 was deployed after an extensive evaluation and pilot period. A few departments were part of the early adoption scheme and are using it in their day-to-day operations. A more concerted effort is planned for 2012 to ensure that the University extracts maximum benefit from this technology.

Enterprise systems domain

The following notable projects and enhancements were successfully completed during 2011: the automation of payments from Oracle via the Nedbank host-to-host solution; the implementation of the HR self-service functionality; the successful upgrade on the Oracle database; and improvements on the IRP5 submission to SARS in Oracle payroll.

Technology infrastructure improvements

The Kingsway Campus's main Data Centre was extended to adhere to the latest Uptime Institute Standards. This included fire-rating and new fire suppression systems. The data centre environmental controls were changed to make use of energy-efficient technologies such as lighting and automated controls for the lighting systems.

Connecting learners

Connectivity technology was rolled out to all the students centres ensuring access to the e-learning environment, as well as other networked services.

Connectivity

In addition to the deployment of wireless networking in all the student centres, an RFP was issued to provide wireless connectivity to student residences, as well as selected open areas in the libraries. This project will be pursued in earnest in the coming year. The re-cabling of the engineering labs at the Doornfontein and Kingsway Campuses, which forms part of the Faculty of Engineering Built Environment's project, was completed.

The international bandwidth component was also upgraded to 186Mb/s; this provides the University with fast access to research networks in Europe.

Campus support and service delivery

In an effort to further improve service delivery, a permanent Helpdesk was set up at the Bunting Road Campus and a resource transferred from the Kingsway Campus to man this facility.

Student laptop initiative

ICS, as part of the Association of SA University IT Directors' (ASAUDIT) SLI project and in collaboration with PURCO, negotiated discounts with PC manufacturers. This scheme provides students with preferential pricing on laptops from the participating vendors. The SLI process also enabled ASAUDIT to partner with Microsoft and to provide the Windows Operating System and Office collaboration suite to students who purchase a computing device through this scheme at a fraction of the cost.

Staffing

The skills development programme that was initiated in conjunction with the ETDP SETA to provide learnerships to young black individuals addressed the staffing requirements in the lower ranks. However, attracting talent

to senior positions continues to be a challenge with the industry offering higher remuneration overall. Apart from providing a challenging and exciting working environment, constant benchmarking and necessary salary adjustments remain the only way of retaining good talent.

Green operations

ICS continuously monitors the development of green initiatives in IT and more specifically in the data centre space. The continued investment in energy-efficient equipment and the continued drive towards virtualisation in 2011 has already yielded a 5 to 1 consolidation of physical servers to virtual servers. Virtualisation offers the capability to supply computing power according to requirement, thus using less energy. Energy-efficient server infrastructure also allows for greater computing capacity at lower energy requirements which also require less cooling.

CONCLUSION

ICS has continued to deliver admirable service in 2011 under trying conditions of running the operation with a higher number of vacancies. Stability of the IT environment was greatly improved with specific initiatives implemented to reduce risk and ensure that system availability is improved. System outages that had previously dogged the environment and disrupted key business operations such as registration were isolated and mitigated, ensuring that service guarantee was maintained.

TARGETS AND WAY FORWARD

The Division has seen the need to align with the University's strategic thrusts, as such it is embarking on an exciting re-organisation which will ensure that the service is greatly improved, that the right level of maturity is attained and that stakeholder credibility is enhanced. 2012 will see both the operational processes, as well as systems management, improved through targeted interventions. Key to this strategic alignment intervention is a revision of the IT strategy; a review of the operating model; the improvement of the IT Governance process; a service-oriented approach with a simplified user-engagement process; the improvement of internal skills and capabilities; and the filling of key vacancies.

There is a great push to use technology in many of the University's internal processes and to facilitate student and stakeholder interface through web technologies. Many of the Division's future endeavours will be informed by this push with web and mobile access systems being the dominant systems to be deployed.

ICS will continue to strive to make the work environment a fun place to be with the aim of retaining current talent and attracting new ideas. Partnership with faculties remains a priority to ensure that we tap into the resource pool that is produced by the University.

Andile Swartbooi (Mr)

Executive Director: Information Communication Systems

Zola Njongwe (Dr)

Deputy Vice-Chancellor: Strategic Services

OPERATIONS

OPERATING CONTEXT

Description of core business in operations

The vision of Operations is to be a high-performing, reliable, and dependable division that manages the development, maintenance and protection of infrastructure, buildings, installations and gardens in promoting UJ as a preferred academic institution to students and staff.

The mission of the Division is to deliver services to faculties, support departments, students and staff; to protect the University's property, staff and students; to maintain and clean buildings, infrastructure, installations, sports fields and gardens; and to upgrade and develop infrastructure in accordance with clients' needs, within budget constraints. The mission also includes the effective management the University-owned property; ensuring a healthy and safe working environment for staff, students and stakeholders by complying with the OHS Act, its regulations and relevant standards; and fulfilling the transportation needs of staff and students.

The Operations Division comprises the following portfolios: Campus Management; Central Technical Services; Protection Services; Property Management Services; Occupational Safety; Transportation; Maintenance Management; Utility Management; and Auxiliary Support Services.

Governance structures

Campus Management

Operations Forums for each campus were held regularly, where all stakeholders gave input on campus activities. The Division met often with the executive deans in order to ascertain their needs. SRC/campus director meetings, which examine student issues, were held often. People with Disability Forums were attended in order to understand and address the needs of those with disabilities. Wellness Committee meetings were held and problems were addressed timeously.

Senior management meetings and walk-about on campus were conducted, which resulted in on-the-job discussions and problem-solving. Maintenance helpdesk feedback mechanisms were introduced to improve the level of service delivery.

Occupational Safety

Operations aimed to ensure a healthy and safe work environment by complying with the following: the OHS Act; the Occupational Safety Committee; Waste Management and Occupational Safety Policies; Emergency Planning and Evacuation; Reporting of Incident and Safe Construction Work; and the Occupational Safety Charter. Positions like that of the Head Occupational Safety Coordinator, Safety Practitioners, and the Fire Marshall also ensured a healthy and safe work environment.

Property Management Services

Property Management Services followed the Charter from the Planning and Resource Committee of Council and function within the UJ Master Development Plan.

Protection Services

The Updated Emergency Procedures, the Strategic Plan and the Security Plan were all approved during 2011.

Protection Services served on the following committees of the University: the Executive Director: Operations Managers Committee; the Protection Services Managers' Committee; the Ad Hoc Venue Bookings and Hiring Committee; the Registration Committee; the Graduation Committee; the UJ Open Day Committee; and the UJ Student Leaders' Security Advisory Committee. Protection Services was also a member of the RAG Monitoring Committee; the Campus Directors Committee; the MEC Enrolment Committee; the PRC; and the MEC Risk Committee.

In addition, external liaison consisted of participation in community policing forums; local SAPS weekly meetings; Against Crime Together (ACT); the City of Johannesburg Joint Operations Centre; the International Association of Campus Law Enforcement Administrators (IACLEA); and the Campus Protection Association of South Africa (Camprosa).

Quality management system

Campus Management

The campus directors participated in forums such as the Senate Quality Committee and supported all quality-related committees. Other committees included the Student Services Council and various forums contributing to quality at UJ. Scheduled meetings with the deans were held to confirm that quality support was being rendered to UJ's core business.

Any work done was inspected by the client before invoices were paid. Depending on the size of the project, a certain percentage of the amount is retained by the University for at least three months.

Occupational Safety

The Occupational Safety Management System consists of the following 14 elements: policy management; legal appointments; safety meetings; safety training; safety audits; safety awareness; premises and housekeeping; mechanical, electrical and personal safeguarding; fire prevention and protection; waste management; incident management; safety inspections; statutory maintenance; and contractor safety. These elements, that consist of relevant questions, form part of the Safety Management System in order to determine the overall compliance rating.

Central Technical Services

Central Technical Services has a project progress performance monitoring system which records the variance between the initial project plan, and actual and projected progress. There is also a service-level performance monitoring system which tracks the response and resolution of on-demand maintenance requests and the clients' satisfaction feedback.

Tender processes followed the correct procedures and were linked to correct corporate governance processes. Internal monitoring was provided by both DDP Quantity surveyors and the Tender Office to ensure that the correct processes were followed.

Property Management Services

Quality was tracked through regular meetings with clients and professional teams; feedback on recommendations; regular reports to clients and governance structures; risk assessments; and follow-up inspections and site visits.

Protection Services

The centralised structure of Protection Services ensures uniform implementation of approved policies and procedures across all campuses. This promotes certainty among staff, students and visitors regarding the policies, procedures and rules applicable on UJ campuses. Staff and students have 24-hour access to Protection Services.

The effectiveness of the Division is measured against SAPS crime statistics and benchmarking. Protection Services' staff members are trained according to requirements set by the Private Security Industry Regulatory Authority and the Safety and Security SETA.

Monthly reports were submitted to MEC, MECO, Senate and Council. Crime awareness circulars were distributed regularly. Incident statistics were regularly analysed as these statistics may indicate trends, thus preventative or corrective action can be taken to mitigate risks.

Client feedback was an important source of information regarding quality of service. Complaints were dealt with speedily to prevent similar occurrences and congratulatory feedback was shared with the relevant staff.

RISK AND MANAGEMENT OF RISKS

Campus Management

Risk Registers were frequently interrogated in 2011 and corrective action was taken where required to mitigate risks. Regular safety committee meetings were held where the importance of staff interaction with all safety awareness programmes was advocated.

A large number of volunteers were trained as safety representatives and staff and students were encouraged to report safety breaches at various forums.

The identified risks were discussed with Protection Services for safety and crime awareness programmes in order to minimise these risks. Relations created with external stakeholders helped to address challenges and risks coming from outside the campus. Meetings with Occupational Safety and other structures also assisted in minimising risks.

Occupational Safety

Monthly meetings were conducted within the Division where risks were identified and corrective actions put in place. Minutes of the safety meetings were distributed and feedback was given to the relevant departments. Safety practitioners also met with appointed health and safety representatives.

Protection Services

In order to address the threat of crime on UJ premises, the Division adopted a crime prevention strategy that is based on the optimal utilisation of human resources, electronic security equipment and systems, physical security measures and compliance with legislation, policies and procedures. During the year, crime prevention talks were held with students and staff.

All intruder alarms are monitored by Protection Services. The Division continuously analyses reported incidents in an effort to identify trends and threats to safety on campus. Preventative measures are then put in place to mitigate the risks. Early intervention is vital to prevent crime. In this regard it is not only Protection Services that is involved. Student Affairs, PsyCaD, residence managers, student leadership and even academic and non-academic staff who are in contact with the UJ community can play a role in the early identification of potential criminal behaviour.

Central Technical Services

Risk assessment feedback reports were submitted to the Planning and Resource Committee for consideration, who gave directives for implementation.

The following multi-campus risks have been recorded in the Operations Risk Register: lack of space management; increased electricity costs; load shedding and outages; and non-compliance of fume cupboards, chemical storage cabinets and extraction systems.

STRATEGIC THRUSTS AND TARGETS

While remaining sensitive to the rest of UJ's strategic thrusts, the main focus was and will remain on the following thrusts: the sustained excellence of academic programmes, research and community engagement (thrust 1); the equivalence of all campuses, with dedicated initial focus on SWC and DFC (thrust 3); and resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship (thrust 8).

These strategic thrusts are achieved through the planning and execution of all activities associated with the mission of Operations, which include Campus Management, Central Technical Services and Occupational Safety.

Campus Management

In 2011, Operations aimed to support academics by ensuring a 48-hour response for events with resolution where possible; to ensure positive first-year student experiences, first-year employee experiences, postgraduate programmes and research support; and to ensure the safety and security of staff, students, and visitors on all campuses.

Operations also aimed to implement a way-finding plan and improved signage; to maintain strategic partnerships with the city, region, and national and international organisations; and to focus on the DFC development and the stripping of the Perskor building during 2011.

Central Technical Services

Operations aimed to focus on maintaining existing facilities through the Archibus Computerised Facilities Management System (CFMS), which was implemented for on-demand maintenance. Dedicated service desks were established and every call is traceable for reaction, resolution and client feedback.

Operations also targeted minimising the cost of operating and managing facilities, specifically focusing on electricity consumption as a major operating cost.

Occupational Safety

The Division aimed to achieve a Health and Safety overall target compliance rate of 82%; and to include waste recycling in the institutional scorecard as one of the strategic drivers.

PERFORMANCE

Campus Management

In general, the majority of targets were met although the amalgamation of the Kingsway and Bunting Road Campuses proved to be a major challenge. The first stage of implementing the structure was well received by all staff.

At the Auckland Park Bunting Road Campus, R3 million was spent on improving all residences which included the renovation of ablutions, exterior and interior painting, electrical infrastructure and upgrading of flooring. For the academic buildings, R4 million was spent on improving facilities within lecture venues such as flooring, lighting, seating, painting and air-conditioning. There was also an upgrading of access for people with disabilities, including new lifts at the main Library and J-block and library basement alterations. In addition, the Protea Auditorium was extended with a new entertainment area and Bunting Road itself was re-surfaced and street lights replaced.

At the Auckland Park Kingsway Campus, various improvements to the residences were effected to the value of R2.3 million. A number of lecture venues were also upgraded and refurbished.

Occupational Safety

The overall compliance rate increased during January to December 2011 from 76% to 82.4%. An internal audit was conducted.

Waste recycled changed from 137 tonnes (2010) to 188 tonnes (2011), representing a 37% increase.

Protection Services

An analysis of the South African Police Service statistics for 2010/2011 indicated that the crime levels in the immediate vicinity of the UJ campuses remain unacceptably high. This affects all students and staff travelling to and from campuses and especially students living off campus in private accommodation in the immediate vicinity of the campuses.

The total number of crimes reported across all campuses increased from 593 in 2010 to 769 in 2011. However, the total arrests/apprehensions on all UJ campuses also increased from 54 in 2010 to 248 in 2011. A crime prevention and awareness strategy has been put into place to address the increase in reported incidents during 2011 compared to 2010.

UJ campuses experienced six incidents of student protests during 2011. One case was reported on both the Soweto and Kingsway Campuses, and four cases on the Doornfontein Campus.

Medical emergency responses on all UJ campuses decreased from 214 in 2010 to 161 in 2011.

The installation of 92 data projector alarm devices to enhance the monitoring of data projectors was completed at the Bunting Road, Kingsway and Doornfontein Campuses.

Parking between kern 5 and gate 6 at the Kingsway Campus was expanded to an additional 100 parking bays for staff. CCTV was also installed here, along with access control.

The following successes were achieved in 2011: improving the visibility and image of the Division; progressing with the implementation of the Five-year Crime Reduction Strategy; and executing the Crime Awareness Programme.

Central Technical Services

CTS implemented the Archibus service desk and on-demand maintenance management in order to improve the management of requests and demonstrate responsiveness and client satisfaction performance.

In spite of the expansion of the Soweto Campus, a net energy saving for all four campuses of 2.83% on a year-on-year comparison was achieved.

Property Management Services

A property audit on all UJ Campuses was performed to establish the utilisation of all accommodation premises (houses, flats, rooms, etc.). These premises were reallocated as housing for staff of Residence and Student Life (residence manager and house wardens) and as office space.

Transport

The inter-campus bus service was run without any single major incident throughout 2011.

Management of vacancies

The Campus Director: DFC resigned at the end of August 2011. The positions of Campus Director: APK and Campus Director: APB were merged into one position, namely Campus Director: Auckland Park (East and West). The vacant positions of Director: Central Technical Services and Director: Utilities were both filled by African males.

STAKEHOLDER ENGAGEMENT

Campus Management

Close cooperation with the SABC, Netcare, Egoli Gas and Wits University was maintained to ensure a safer corridor between Kingsway and Bunting Road campuses, and areas immediately surrounding both campuses.

Regular risk analysis was conducted and there was closer cooperation with the Metro Police and SAPS Brixton to ensure a more frequent police presence around both campuses.

Regular meetings were held with the local ward councillor to improve municipal services. The local ward councillor's student housing forums were also attended in order to identify and minimise risks with regards to UJ students.

There is a partnership with the City of Johannesburg and the Ellis Park/Coca Cola stadium management.

The Soweto Campus is involved in community-related projects under the Orlando Ekhaya Steering Committee. This Committee comprises the City of Johannesburg; the Johannesburg Property Company; Ward Councillors and various developers who are involved in projects around the Diepkloof, Orlando, Pimville, Motswaledi, and Power Park areas. All meetings of this committee are held at the Soweto Campus. The task of this committee is to monitor stakeholder involvement, security, planning and community involvement in these projects in the above-mentioned areas.

Protection Services

Community engagement in the Protection Services domain involves participating in community crime-fighting forums; cooperating with and participating in law enforcement agencies' activities; making UJ's resources available to facilitate community safety and security projects; and working with the local ward councillors to minimise any adverse impacts that University activities may have on the community.

Protection Services is also committed to be available at all times to receive comments and suggestions from the community and to timeously respond to such comments or suggestions; to assist the community during incidents of crime or in emergencies where possible; to launch crime-awareness and crime-prevention programmes; and to promote community involvement in the fight against crime.

In addition, Protection Services is often in the position to assist members of the public, be it with medical assistance, crime prevention or assistance to victims of crime. Protection Services regard these opportunities as a social responsibility and will assist where ever possible.

Central Technical Services

CTS's primary engagement with external stakeholders for 2011 related to the energy-management initiative. This included engaging with City Power to resolve billing discrepancies and improve relationships and initiating dialogue with the Eskom Demand Side Management Division to assess opportunities to fund energy-saving interventions. CTS also engaged with two UJ student groups, namely Climate Justice and Green Life Cycle, on UJ's future strategy and decisions regarding sustainable practices.

Property Management Services

The Soweto Campus partnered with the City of Johannesburg on the conservation of the Enoch Sontonga Koppie, the Klipspruit Wetlands and the redevelopment of the Orlando Dam.

The Auckland Park Bunting Road Campus worked on the Egoli Gas Development Project, which includes the historical conservation of the heritage buildings and the reinstatement of the wetland.

On the Auckland Park Kingsway Campus, UJ was represented on the BRT Community Liaison Forum and consulted with other community forums (ARHRRRA) regarding land-use applications and changes. UJ also engaged with the Melville Community Development Organisation and Ward Councillor.

On the Doornfontein Campus, UJ was represented on the Ellis Park Management Forum, which serves as a vehicle to ensure that access to all sporting facilities in the area is made available to UJ students. Regular consultations with the Ward Councillor, Municipal Manager and entities regarding UJ's proposed development in the surrounding area, took place in 2011. In addition, there were regular meetings with the JRA, JDA and JPC with regards to current and future development projects by both the City of Johannesburg and UJ.

Occupational Safety

The Occupational Safety Department met with external service providers such as the fire brigade, Egoli Gas, dumping sites and municipalities. The Occupational Safety Department also met with other Occupational Safety Departments at different universities.

LEADERSHIP FOOTPRINT

The most material leadership footprint is the energy-management initiative and the establishment of the energy-management task team comprising varied stakeholders.

Due to the recycling programme initiated by the Occupational Safety Department, less waste was disposed of at the local dumping sites.

Operations also participated in the 360-degree ELG survey, and attended the feedback sessions which addressed the outcomes of the survey.

CONCLUSION AND WAY FORWARD

In general, targets for 2011 were met. There is room for improvement regarding maintenance issues, where turnaround times were not always optimal. Project delivery was not always up to standard and contractors had to be supervised on a daily basis. The integration of the Kingsway and Bunting Road Campuses was not completed as structures had to be changed and assets had to be transferred to ensure an equitable distribution

of assets and workforce. There was improved control over electricity metering, consumption, demand and general management of energy. There was also a 2.8% year-on-year reduction in electricity consumed by the four campuses. Due to the recycling programme that started in June 2011 on all four campuses, 5.2% (124 tonnes) of general waste was recycled from 2 370 tonnes of waste generated from June 2011 to November 2011. For maintenance management, a significant milestone was the implementation of on-demand maintenance management and quantifiable measures of response and client satisfaction performance.

Another significant milestone was the implementation of the Archibus space-management module. Every space on all campus and off-campus buildings was physically audited/verified and all the information was captured into the space module. The increase in crime numbers can be attributed to the high number of thefts of cell phones, laptops, computers, bags and wallets. To address the increase in crime, Protection Services adopted a new strategic plan. A redrafted crime prevention and awareness plan will be implemented in 2012. The current occupational safety compliance rate is 82.41%, reaching the target set for 2011 of 82%. Finally, through active management, overtime was reduced by 8.3%.

2012 plans and targets

In 2012, the Operations Division plans to make a concerted effort in strengthening team morale; setting clear, monthly performance goals and managing under performance; and developing competencies within the team to enhance service delivery. All approved, critical human resources vacancies will be filled by the second quarter. CTS will be properly capacitated, although staff may be a combination of permanent employees, consultants, temporary employees and contractors. A turn-around strategy of two working days will be set for responding to all academic requests for support. The Doornfontein Campus development will be one of the main focuses for 2012 and 2013. Priority focus will also be maintained on the execution of the energy-management plan, specifically on immediate quick wins in energy reduction and the communications' strategy. The energy-saving target for 2012 is 5% compared to the 2010 baseline. The recycle-saving target of all general waste generated at UJ is 6%.

The fully-functional Archibus preventive maintenance module will be utilised and best practice maintenance management will be applied to all mission-critical systems such as data centres and emergency power infrastructure. All project and construction management procedures will be fully developed and executed repeatedly to defined standards by the second quarter. A panel of approved service providers will be established by the second quarter. In terms of space management, a 2012 master plan will be completed and accepted in the second semester. A detailed way-finding design will also be completed and implemented, subject to MEC terms. A HEMIS report will be submitted on time and to quality standards. The Occupational Health and Safety compliance target for 2012 is 82%.

A strategic plan for the expansion and development of all UJ campuses should be compiled and approved by UJ with five-, ten- and fifteen-year roll-out implementation plans. UJ's Master Development Plan would then be considered, amended and revised accordingly, and future development projects can be explored and considered in conjunction with the City of Johannesburg.

Reenen du Plessis

Executive Director: Operations

Zola Njongwe (Dr)

Deputy Vice-Chancellor: Strategic Services

REGISTRAR'S PORTFOLIO

OVERVIEW AND OPERATING CONTEXT

The Registrar's portfolio consists of the following divisions: Academic Administration, Central Administration, Corporate Governance, General Administration and Health and Wellness (excluding wellness services rendered by the Human Resources portfolio).

Academic Administration

Academic Administration refers to the management and governance of the academic lifecycle of the student, from application to graduation. The current student data system is ITS. The Faculty Coordination Committee (chaired by the Registrar) oversees the governance of academic administration and meets monthly. The following specialised committees are operational: Faculty Coordination Committee, Admission Committee, Registration Committee, Timetable Committee and Graduation Committee, chaired by the Registrar. In addition to this, various specialised operational committees exist within Academic Administration to attend to operational matters.

Central Administration

Central Administration consists of Committee Administration, the Language Unit and Study Material Collection services (including centralised printing of study guides). The Director also acts as the Procession Master at graduation ceremonies.

Corporate Governance

This Division assists the Registrar with general corporate management, legal compliance, the management of contracts/agreements and the management of records, including the electronic and document management system.

General Administration

General Administration is responsible for the management of the University's printing contract, op-scanners, the computer laboratories, the Audio-visual Unit, Postal Services and the Graphic Studio.

FOCUS AND TARGETS

The two strategic goals of UJ that are applicable to this portfolio are sustained excellence in service delivery and fitness for purpose; and leadership footprint. The portfolio scorecard for 2011 reflects the detailed performance indicators for each division, based on the institutional strategic thrusts relating to "sustained excellence" and "leadership that matters".

Academic Administration

The target for the turnaround time for undergraduate applications was 20 days. The target for number of students registering on-line was 90%. Regarding student data, the target was to attain fewer than 100 fatal errors reflected in the audited HEMIS report and fewer than 20 errors in the administration of graduates.

Central Administration

The performance of committee administration, reflected in committee annual reviews, was targeted at 4.5.

Corporate Governance

The target set for the PAIA turnaround time of responses was five working days. The contract management internal audit report should be 80% compliant. The ImageNow document-management rollout in the Student Enrolment Centre was targeted at 90%. UJ's Annual Report should be 70% compliant with King III.

General Administration

Client satisfaction with computer laboratories and audio-visual assistance was targeted at 80%, along with the aim of full compliance in the life cycle management of equipment.

Human Resources Management

The target set was that all vacancies at management level should be filled, with a staff turnover rate of not more than 8%. Overtime and temporary appointments should be managed within budget.

Financial Management

Budget variance expenditure was set at 2%, with capital expenditure within budget.

POLICY FRAMEWORK AND GOVERNANCE

The Registrar is the Compliance Officer of the University. Therefore, the legislative policy framework and strategy reflected in section 3 is applicable. The following is added: legislation, regulations and policies related to the access and protection of information, including personal information; management of agreements and contracts; legislation, regulations and directives related to financial management; legislation related to human resources management; directives for student, employee and space data integrity; and prescribed external audits and submissions to the Department of Higher Education and Training.

RISKS AND MANAGEMENT OF RISKS

Academic Administration

A risk-mitigation strategy for academic administration, focusing on the academic lifecycle of the student, was first developed in 2007 and has been continually refined since then. The risks related to academic administration are governed by Central Academic Administration and managed within the faculties, as well as by the following centralised committees (chaired by the Registrar): the Central Coordinating Academic Administration Committee; the Central Admission Committee; the Registration Committee; the Academic Timetable Committee; and the Graduation Committee.

Risk management within Academic Administration focuses, *inter alia*, on at least the following:

Applications and admission of undergraduate applicants

Compliance with the legal, University and programme-specific admission requirements is monitored in the application process. Application and admission risks are managed by both decentralised faculty systems as well as by centralised governance processes. In 2011, the Student Enrolment Centre was expanded and certain application/admission functionalities were significantly enhanced. A centralised process for the management of undergraduate applications was implemented in 2010 for the first time, including the roll-out of the electronic document management system, ImageNow, resulting in a tracking system for undergraduate applications. Further enhancements were developed and implemented in 2011.

Management of late applications ('walk-ins')

The annual workshop on the management of late applications and registration in general was held in April 2011. The strategy served at the Academic Administration Coordination Committee, the MEC Academic Committee, the MEC Operations Committee and the MEC. The strategy was ultimately approved by the Senate Executive Committee (Senex).

In addition to the refinement of the processes related to the management of queues, late applications and general reputation management, the strategy also included additional generators to mitigate power failures, the integrity of the student data system (ITS), utilising six marquee tents for the management of 'walk-ins' and late applications, as well as the refinement of other logistics. The management of 'walk-ins' and late applications was listed as a risk on the Registrar's Portfolio Risk Register and served (including the internal controls and mitigation strategies) at the MEC Risk Management Committee at its meeting held in October 2011.

Registration

The on-line registration process that was developed in 2008 was declared mandatory in 2011, resulting in a 95% on-line registration achievement. The on-line registration system resulted in improved governance of student data integrity, as reflected in the significant decrease in 'fatal errors'.

Printing of summative assessment papers (test and examination papers)

Business rules and procedures were emphasised regarding the typing, safekeeping, copying and transport of tests/examinations. Security was upgraded during official examination periods and provision was made for electricity failures during examinations. The system's test (10% test), where a mark has been changed by more than 9%, was executed by the HEMIS Coordinator. The Faculty Coordinator within Central and Academic Administration was responsible for correction and mitigation management.

Validation of student academic data

The validity and reliability of student data on the academic structure is validated by the HEMIS Coordinator on a continual basis. The 2% test on graduates was executed in accordance with the Department of Education's HEMIS rules in this regard.

The Department of Higher Education and Training's revised directives for external auditing of student, staff and academic programme data was executed and the content of the revised directives was also included in the Skills Development Programme for Academic Administration employees. Annual internal student data HEMIS auditing was conducted by the internal auditors. These reports served at MEC, the MEC Risk Committee and ultimately at the Council Audit and Risk Committee meetings.

Certification of qualifications

The external audit on certification was conducted and reflected no exceptions.

Academic timetable

The standardised timetable was implemented on all the campuses, with the exception of APK. A proposal was approved by Senate to change the lecturing timetable on APK and SWC to forty-five-minute lecturing periods for implementation in 2012. Approximately 20 academic modules on APK reflected an enrolment figure of between 1 000 and more, resulting in a challenge for the lecturing timetable.

System management: ITS

The business rules on access control were enforced. The changing of marks by both academic employees and academic administration employees was managed by means of a process of authorisation.

Graduations

The risk management principles related to events management were adhered to. Negative incidents were reported to the Registrar and mitigation strategies were deployed. The Graduation Committee reflected on the ceremonies and revised the procedures when applicable.

General operational internal controls

ITS access; verification of duties on risk ITS modules (i.e. changing of assessment marks); declaration of conflict and management of risk via ITS logfile; and monitoring compliance in high risk environments are key internal controls. High risk environments include ITS access reports; confidentiality reports; sign-off accuracy with graduates; the 10% assessment marks-deviation list and verification; and examination policy and procedure compliance.

Applications for internal controls include the electronic document management system roll-out in 2010 for the management of applications; biographic data integrity; HEDA application reports; and the verification of documents scanned by Metrofile.

Registration and 'walk-ins' are managed through workshops; system cycles on ITS; the logistics framework and schedule; and the final strategy approved by Senex.

Certification is managed through the system cycle on ITS and access verification.

Internal controls for graduation include the works' schedule and system cycles on ITS; ITS verification; and the procedures around the printing of certificates.

The ITS academic structure is managed through monthly data quality verification and security procedures when updating the structure.

Timetabling is controlled through the Timetable Committee; timetable sign-off by heads of academic departments; and the policy and procedure on amendment of the timetable.

Examinations are managed through the 10% fault list control; HEDA error reports; regulations for printing examination papers; audits on the process for printing examination papers; compliance with Faculty Rules and Regulations; and ITS access control for super users.

Internal controls for training include the Academic Administration Training Committee; electronic system technology training (SST) programmes on the system; and the training officer who is responsible for the full scope of training related to Academic Administration and data integrity.

HEMIS student data integrity is ensured through HEMIS circulars; Valpac error reports; HEDA error reports; and audit reports.

Corporate Governance

The management of contracts and agreements is the main risk. It is therefore important that there is an electronic record management system in place for the management of contracts and agreements and that the internal audit report reflects no exceptions.

Copyright and the management thereof is also a significant risk. The University has a blanket licence with the Dramatic, Artistic and Literary Rights Organisation (DALRO). Strategies put in place to mitigate risks include compliance with the DALRO guidelines when duplicating material; conducting several workshops on these guidelines; training on referencing by the library; and using TurnItIn software to assist with detecting plagiarism.

General Administration

Risks here include the theft of audio-visual equipment; the upgrading, cycle replacement and new installation of audio-visual equipment and computers; and maintenance.

PERFORMANCE

Academic Administration

Academic Administration is structured in accordance with the academic life cycle of the student and governed by the relevant institutional committee that reports to the MEC Academic Committee and to Senex, namely the Central Admissions Committee; the Registration Committee; the Assessment Committee; the Graduation Committee; the Timetable Committee; and the Academic Administration Coordination Committee.

Management reports related to the academic lifecycle were generated and served at MEC, MEC: Academic and the relevant Senate committee meetings, as well as Senex. Annual external audits are conducted related to the HEMIS submission. 'No exceptions' reports were issued in both instances by the external auditors. During this reporting year the certification processes and the Faculties of Education and Science were audited. The certification audit results reflected no exceptions. Some deficiencies regarding the authorisation of mark changes were identified in one faculty and additional governance to mitigate this risk was implemented.

Student satisfaction regarding the on-line registration process was 95%, exceeding the target of 90%. Student satisfaction regarding the graduation process was 90%, exceeding the target of 80%. New training programmes were developed, resulting in a total of 45 electronic STT training programmes being available. Governance workshops were conducted with the relevant role players.

Three student HEMIS reports were submitted on time to the DHET. The 'fatal errors', in accordance with the DHET business processes and regulations, have decreased significantly to a total of 68 in 2011 and therefore exceeding the target of less than 100 errors. ITS enhanced the ITS Student System by means of automated governance validations linked to the on-line registration process.

UJ has 10 off-site examination centres managed by the CAA. All 10 exam centres were visited by staff from CAA during the November 2011 exams to determine the level of compliance with UJ policies. No risks were identified regarding exam paper security and invigilation.

Central Administration

The Director: Central Administration is responsible for the revision of all the charters for statutory structures/committees, as well as the refinement of the performance review system for all these structures/committees. All the charters for statutory structures and committees were approved in 2011. A revised performance review system for all statutory structures/committees was developed, approved and implemented. The principle of 'declaration of interest' was reinforced/embedded at all statutory structures and committees, resulting in full compliance. Sustained excellence in committee administration is reflected in the performance review results of all statutory structures/committees in 2011. Full compliance was achieved (n=160 meetings in 2011), with the exception of one structure allocating a total of nine (90%), therefore exceeding the target of an average of at least 9.0.

The Head of the Language Unit plays a significant national leadership role in the forum Roundtable on African Languages, the Special Ministerial Interest Group on Multilingualism in Higher Education and the Pan South African Language Board. Campus-based language committees were established in 2009 and continued to promote the implementation of the Language Policy during the reporting year and decisions made on the naming of facilities, etc.

The Director (Central Administration) oversees the tender processes related to the printing of study guides at the University, which were centralised to improve governance in this regard.

Corporate Governance

A total of 195 contracts were moderated prior to sign-off by the different parties and a total of 323 new contracts were received and captured on the system during the reporting year. A total of 969 contracts/agreements are active on the system.

A title deeds drawer as well as a patents drawer was added to the Electronic Document and Records Management System (EDRMS) to improve governance as recommend by the internal auditors.

The Division manages the web-based process to apply for Access to Information in accordance with the Promotion of Access to Information Act and automatic generation of the report for submission to the Human Rights Commission on an annual basis. An average of 2 400 external and 2 100 internal requests were managed.

Further roll-out of the process of the archiving of paper records took place with Metrofile. This has been conducted throughout the University over a period of three years. The focus in 2011 was on student applications and supporting documents; human resources; student debtors and bursary documents; NSFAS application forms; faculties; finance expenditure and payroll; and operations drawings.

General Administration

The tender process and subsequent preparation for the implementation of the new printing contract were managed. Four multiple-choice reader scanners were operational and a total of approximately 30 000 answers from 500 tests/examinations were scanned. There was increased service delivery to accommodate Edulink-based teaching and assessment. The Division managed the cycle that exists for the replacement of computers, which was executed on time. The 2011 cycle/upgrade plan of audio-visual equipment was executed. A total of approximately 5 000 graphic design projects were produced, of which 45% were for academics and 55% for marketing/information pamphlets and publications.

Portfolio stakeholder performance

Internal stakeholders

The most important internal stakeholder is the student registered at the University, as well as the applicants. Sustained excellence in service delivery to the students, applicants and graduates is therefore important. Satisfaction surveys are conducted at the end of registration and graduation. These survey results are reflected in the cycle reports that not only serve at the various governance structures, but are also posted on the Intranet

as a circular to the University community at large. In addition to this, the charters of the various committees in this portfolio make provision for UJ SRC representation.

The other internal stakeholder group is the employees, especially those involved in the academic lifecycle of the student. These employees are represented on the various academic administration committees. A dual model exists related to academic administration: the heads of faculty administration report first and foremost to the relevant executive dean, but also to the Registrar via the Director of Academic Administration. This dual model works well, not only in the interest of good governance, but also in the interest of integrated stakeholder communication, teamwork and collective leadership.

As reflected in the portfolio report, the roll-out of the electronic records and document management system also requires collective leadership and teamwork to succeed.

External stakeholders

The Registrar liaises with the DHET regarding the submission of quarterly and annual reports; HEMIS audit reports; the submission of new academic programmes, as well as those with name changes and/or significant content changes; and general compliance. Once new or amended academic programmes have been approved by the DHET, they are submitted on-line to the Higher Education Quality Committee (HEQC) and Council on Higher Education for accreditation purposes. In addition to this, the HEQC Audit report and subsequent further communication on the quality improvement plans related to this audit are submitted via the relevant member of MEC.

The Division communicates with Higher Education South Africa (HESA) on matters related to the Matriculation Board, including the governance related to the National Senior Certificate results and electronic results. PricewaterhouseCoopers is involved in all the external audits conducted for external submissions to the DHET as well as other external audits. Deloitte conducts the various internal audits. Dippenaar and Reinecke are the official service providers for graduation attire.

Qualification Verification System (QVS) is the current service provider for the verification of qualifications and servicing of alumni when academic transcripts are requested.

ITS, the provider of student system software, is a strategic partner that supports academic administration, from applications to graduations, and ensures overall student data integrity. An agreement exists between UJ and the Tshwane University of Technology to co-partner the development of new ITS local software functionalities and thus they share the costs.

Sustainability performance

UJ now has an on-line registration system which is completely integrated, including the back office validation and checks required for registration. The on-line application system is combined with an electronic document management system (ImageNow). An on-line credit and check card payment system is linked to the registration system and can be used for fee payments throughout the year.

In order to enhance the communication turnaround time with students, an SMS and communication module has been developed within ITS. In addition, secure emails are sent to students with all their information on a monthly basis, contributing to carbon footprint initiatives, as well as reducing the Postal Services' budget significantly. Students can also update changes to their details at any time via the student portal on ITS. Companies or individuals can use the QVS integrated service on-line to verify qualifications obtained or to track academic performance.

An intercampus access control system interfaced with ITS allows access to students on all campuses. Integrita, the fingerprint identification system interface with ITS, was in final production in 2011. The MAMS system is used by lecturers to capture assignment, test and examination marks on-line onto ITS, thus improving governance.

Significant progress in the roll-out of the Electronic Record and Document Management System was made in 2011. This project not only contributes significantly to a 'paperless business world', but also improves the general state of retrieval systems as well as clearing many square metres in offices.

The final phase of moving towards paperless meetings was introduced in 2011, with Council and the Council Executive Committee agendas being distributed in paperless format.

LEADERSHIP FOOTPRINT

Papers were delivered by Division staff members at the International Conference on Learning in Mauritius; the Perceptive Software Conference at the Round Table for Higher Education in Las Vegas; the Electronic Content Management Conference at the Cape Town University of Technology (CPUT) and the HESA Registrar's Imbizo on Enrolment Management and On-line Registration.

A Division staff member is Chairperson of the ImageNow User Group in South Africa and the Registrar is Chairperson of the HESA Registrar's Imbizo.

CONCLUSION AND WAY FORWARD

The various divisions have performed well. All the measurable targets for 2011 were achieved. The focus for 2012 will be on achieving sustained excellence in student satisfaction surveys (80% within academic administration and at least 85% in all other divisions); sustained excellence of less than 100 'fatal errors' for the student data integrity final external audit report and a sustained on-line registration target of at least 95%.

Marie Muller (Prof.)

Registrar

HEALTH AND WELLNESS

OVERVIEW AND FOCUS

Four Health and Wellness Divisions exist at the University rendering extensive services to the University community. The divisions are Primary Healthcare, also known as Campus Health; the Institutional Office for HIV and AIDS (IOHA); Occupational Health Practice; and Employee Wellness.

The strategic focus remains on sustained excellence in service delivery to both students and staff and maintaining a client satisfaction rate of at least 85%, zero clinical adverse events and an increased HIV counselling and testing (HCT) uptake of 5%.

GOVERNANCE

The Primary Healthcare Clinic, Institutional Office for HIV and AIDS and the Occupational Health Divisions report to the Registrar. Employee Wellness resides within the Human Resources Management Division. Each division has a committee with institutional representation. Quarterly reports are generated and serve at the MEC and relevant MEC committee meetings. The HIV and AIDS Report also serves at the Senate Executive Committee and Council meetings.

INSTITUTIONAL OFFICE FOR HIV AND AIDS (IOHA)

OVERVIEW

IOHA strives for excellence in delivering a quality service to the UJ community, in collaboration with internal and external partners. The following services are provided by IOHA: student HIV volunteer and peer education programmes; HIV and AIDS awareness and education, including mass HCT campaigns, training, orientation and

individual consultations. In addition, IOHA provides community engagement and residence programmes related to HIV and AIDS; psycho-educational support for students affected and infected by HIV and AIDS; collaborative HIV-related projects in partnership with relevant internal and external stakeholders; and curricula and research promotion on HIV and AIDS at faculty level. IOHA also supports the Higher Education AIDS (HEAIDS) programme.

IOHA is located on all four campuses. The Head acts as the Chairperson of the University's HIV and AIDS Committee, which gives direction to the HIV and AIDS programme for the year. The Registrar, the Head of the Institutional Office for HIV and AIDS and the Manager of the Campus Health Services act as the Executive Committee for consideration of urgent matters.

All HIV and AIDS activities at UJ are monitored by the HIV and AIDS Committee, under the auspices of the Registrar, to ensure high-quality delivery of services. The University's HIV and AIDS Committee meets quarterly as reflected in the year programme and functions within the current professional, ethical, legal, higher education and policy framework of the Republic of South Africa, with specific reference to HIV and AIDS. It formulates and monitors the University's HIV and AIDS strategy, in accordance with the UJ Strategic Thrusts (2011 to 2020); the NSP for HIV and AIDS, STIs and TB (2011 to 2016); the policy framework on HIV and AIDS for Higher Education in South Africa; the UJ HIV and AIDS Policy; and other health-related policies within UJ.

FOCUS

HIV and AIDS Committee

In keeping with the UJ vision, the HIV and AIDS Committee aims to achieve and implement a coordinated, comprehensive and integrated response in mitigating and managing the effects of the HIV and AIDS epidemic, based on the following four UJ strategic thrusts, as applied to HIV and AIDS:

- Sustained excellence of academic programmes, research and community engagement that is mutually beneficial and promotes social, economic and educational development related to HIV & AIDS;
- Targeted marketing messages related to HIV & AIDS that ensure internal brand alignment with external messaging in the staff and student population;
- Leadership that matters, in the institution and in civil society, achieved through leadership roles and responsibilities related to HIV & AIDS;
- Resources that facilitate a responsible and responsive institutional citizenship achieved through comprehensive service delivery for targeted prevention, care and support for students and employees.

PERFORMANCE

Four committee meetings were held in 2011. Targets for 2011 included four quarterly articles in internal and external publications and regular website updates, which was met. IOHA's services have expanded significantly over the past three years. A target of testing 2 500 students for HCT was set and exceeded as 9 451 students were tested. Three hundred and fifty-one staff members were tested for HCT, also exceeding the target of 300.

A target of 25 LINK members per campus and 100 new LINK volunteers was set for 2011. Fifty-five LINK members were recruited and 870 students joined the LINK Voluntary Programme. A target of 85% customer satisfaction rate was set and was exceeded in service delivery, HIV Colloquium and UJ World AIDS Day ratings. However, only 84% was achieved for the HCT campaign. An 80% target of HCT campaign referrals in support groups was set and the following targets were achieved: 75% uptake at APB; 60% uptake at DFC; 36% uptake at APK; 25% uptake at SWC. A target of distributing 400 000 condoms per year was set and the target was achieved.

STAKEHOLDER ENGAGEMENT

Internal stakeholder engagement

At first-year orientation, 9 290 students received HIV and AIDS information during orientation. During 2012, four HIV and AIDS workshops were conducted for students in certain departments. Training on HIV & AIDS was facilitated at nine residences and IOHA conducted presentations related to the services they offer for newly elected House Committee members.

The Department of Communication Design at FADA, in collaboration with IOHA, initiated an HIV Curriculum initiative whereby second-year Graphic Design students compiled communication proposals for consideration by IOHA for roll-out.

The Positive Movement Advocacy LINK was established whereby HIV Positive students become HIV activists within UJ and assist with peer counselling and mentoring of newly infected HIV-positive students.

SASCO, in partnership with IOHA, hosted the Graduate Alive Campaign during at the DFC Campus. The campaign coincided with the IOHA HCT Campaign and SASCO mobilised students to test and know their status.

The SRC, Liberate (lesbian, gay, bisexual), the Muslim Student Organisation, Psychology master's students and students with disabilities, among others, participated in the diversity panel discussion during UJ World AIDS Day.

External stakeholder engagement

IOHA formed partnerships with Newstart and HIVSA to conduct the mass HCT campaigns at UJ.

UJ, in partnership with Reach a Generation (RAG) and funded by the Centres for Disease Control, signed a memorandum of understanding to derive best practices from within the IOHA Department with the view of duplicating these practices at the Tshwane University of Technology (TUT). IOHA and the University of the Free State's HIV Office hosted a collaborative workshop with the aim of establishing a regional platform for Gauteng universities in 2012.

The WITS Institute for Social and Economic Research (WISER), The Centre for Disease Control (CDC), WITS Graduate School of Public and Development Management, and WITS Business School participated in IOHA's annual HIV Colloquium.

Facilitation training was conducted by students from the University of Michigan for 50 UJ LINK Mentors.

Community engagement

Peer to Peer LINK.COM workshops were facilitated at the Bovet High School in Alexandra and in Hillbrow. LINK.Com@Esselen Street conducted a peer-education workshop with 25 high school learners from around Johannesburg. In addition,

LINK@Alex.Com conducted HIV information sessions with 36 primary school learners from schools in Alexandra.

Life-skills training was given to Grade 7 learners at the Drommedaris Primary School. The AM.I CARING Campaign was launched at the SeanaMarena High School where conversations about HIV and AIDS were facilitated for Grade 11 learners.

The Department of Psychology and IOHA collaborated on a community engagement project with the Eldorado Park Woman's Forum, where IOHA facilitated an HIV and AIDS training workshop. In addition, a discussion about multiple concurrent partners and safe sex was held for 28 call centre agents from Eskom.

LEADERSHIP FOOTPRINT

IOHA represented UJ at an international workshop on HIV and AIDS research methodologies that was hosted by the Copperbelt University in Lusaka. IOHA was also invited by the Higher Education Faculty Administrators Forum (HEFAF) to deliver a presentation and an IOHA staff member was elected to serve on the HESA HIV and AIDS Strategy Group.

TRANSFORMATION

IOHA adheres to the UJ institutional culture and values of collegiality; transparency; accountability; and ethical, values-driven behaviour. In its support for the UJ transformational values, IOHA has dedicated a transformation champion to serve in the transformational team established by CAGA, the Registrar's portfolio. Transformation is also a standing item on IOHA's agenda and a focus area in all its programmes. For example, the UJ World AIDS Day focused specifically on providing a voice for students from UJ's diverse communities.

CONCLUSION AND WAY FORWARD

All targets for the reporting year were met. The focus for 2012 will be on the following: sustaining excellence in service delivery, within the scope of resources available; focusing on HCT to increase the uptake among staff and students by 5%; and achieving a satisfaction rate of at least 85% in IOHA service delivery.

PRIMARY HEALTHCARE SERVICE: CAMPUS CLINICS

Operating context and governance

Campus Health Service: Primary Healthcare Service (PHS) is part of the Healthcare Division reporting directly to the Registrar. The function of the Primary Healthcare Service Unit (Campus Clinic) is guided by the Charter for Primary Healthcare.

The Primary Healthcare Committee meets quarterly. Several new policies and standard operating procedures are currently being developed. Fully functional Primary Healthcare Services (clinics) exist on all four campuses.

Three professional nursing staff members resigned in 2011 (including the Manager of the Primary Healthcare Service) and all the posts were filled during the reporting year.

The following services are rendered by the campus clinics: primary healthcare; reproductive healthcare; HCT; providing Directly Observed Treatment Support (DOTS) to TB sufferers; giving travel medicine to students; providing medical support (Netcare 911) at UJ Cultural and Sports events; providing and maintaining first-aid kits for UJ Sports clubs; and providing vaccination programmes to students in the Faculties of Science and Health Sciences.

Employee profile

The staff complement is composed of the Manager, who is a black female, and seven female primary healthcare practitioners, of whom six are black and one is Asian. The administrative staff members are all female and primarily black and two of the black HCT Counsellors are females and two are males.

Skills development

Two registered nurses (RNs) attended the annual South African Association of Campus Healthcare Services (SAACHS) conference. One RN attended the International Conference for Campus Health Association in the United States. Another RN attended the Travel Medicine Certification Course provided by Wits University. The administration officer attended HIV/AIDS for Managers training. All four HCT Counsellors were trained on basic HIV counselling and basic computer skills.

Management of vacant posts

All vacant posts were filled by suitably qualified personnel. The PHC Manager's position was filled on 1 November 2011. The two PHC practitioners' positions were filled on 1 October and 1 November respectively.

Institutional leadership

The Manager of Primary Healthcare Services is a member of several university committees.

STRATEGIC FOCUS

The following strategic thrusts aligned with UJ thrusts:

- Provision of quality primary healthcare services to employees and students of the University;
- Establishing relationships with national and international institutions through SAACHS and participating in national and international healthcare platforms.

TARGETS

The specific targets for the Primary Healthcare Services for 2011 were to sustain the current service delivery related to HCT; to attain a client satisfaction rate of at least 85%; to have zero adverse clinical events; to increase

awareness of the importance of pap smears and TB testing for HIV positive patients; to upgrade the DFC Clinic; and to deliver sustainable health education programmes in partnership with student organisations.

PERFORMANCE

The sustained service delivery related to HCT was achieved. A client satisfaction rate of at least 85% was also achieved with zero adverse clinical events. The continuous professional development of PHS is compliant with the national professional requirements. However, the upgrading of the DFC Campus Clinic has not yet occurred as it is part of the institutional DFC campus plan.

The following table reflects the consultation statistics on all four campuses:

Table 29: Consultation at clinics (HCT) 2009 to 2011

Campus	2009	2010	2011
APK	10 673	9 478	11 088
APB	3 983	3 909	3 752
DFC	5 797	3 826	4 609
SWC	2 707	2 855	4 303
UJ	23 160	20 068	23 752

The next table reflects the nature and scope of reproductive healthcare consultations and services rendered at the clinics. APK has a marked increase in contraceptive (FP) use. This can be attributed to a locum sister rendering a full-day service compared to a 5/8 service in 2010. Contraceptive usage at SWC has more than doubled. This demonstrates a need for a dedicated nurse to render FP on all campuses.

Table 30: Reproductive healthcare services at UJ

Campus	HCG –	HCG +	Refer top	Emergency contraceptive	FP
APB	153	86	22	57	1 209
APK	513	174	87	147	3 605
DFC	41	41	13	21	432
SWC	223	79	17	65	936
UJ	930	380	139	290	6 182

HCT is reflected in the following table:

Table 31: HCT testing at all UJ clinics

	2009	2010	2011
Male	987	807	1 223
Female	2 034	1 752	1 850
Total	3 021	2 559	3 073

RISKS AND INTERVENTIONS

An outbreak of communicable diseases in the residences is always a serious potential risk. Awareness campaigns regarding the seriousness of diseases and prevention by vaccination is important. Many pamphlets

have been developed and are distributed in the clinics. Health education is provided through risky student behavior forums, individual education to clients visiting the clinics and group sessions at the relevant events organised by Student Affairs.

ENVIRONMENTAL SUSTAINABILITY

The Primary Healthcare Services focuses on environmental sustainability through generating awareness among staff members to reduce the usage of paper, communicating via email instead of hard copies; recycling cartridges, paper and batteries; switching off clinic lights overnight and over weekends; and correctly disposing of hazardous and non-hazardous waste. Medical waste disposal is managed by an accredited medical waste company.

STAKEHOLDER ENGAGEMENT

Internal stakeholder engagement

HIV coordinators from IOHA and HCT counsellors from PHS worked closely in running the support group for HIV-positive students. Intern psychologists from PsyCaD assisted PHS with HCT on three campuses and PHS assisted PsyCaD with their Date Rape Campaign on all four campuses. HCT counsellors assisted the Human Resource Wellness Department during their Wellness Day Campaign and in their World AIDS Day activities, including HCT.

External stakeholders

Central Health Services has established a good working relationship with the local authority clinics as well as the Gauteng Department of Health. They provide medicine supplies, HCT testing kits, condoms, and educational materials. UJ campus clinics support the local authority clinics in providing DOTS to students and staff of the University who are treated for TB. HIV coordinators from the City of Joburg receive monthly HIV statistics from Campus Health in order to determine the rate of HIV positive patients in the region.

The NHLS has agreed to collect blood samples from SWC and DFC for laboratory testing. Milpark Hospital has a contract with UJ for assessing sports injuries, needle-stick injuries, etc. Other stakeholders include Thembalethu Clinic, Baragwanath Hospital, Hillbrow Community Health Centre and Garden City Clinic for anti-retrovirals and treatment of other HIV-related illnesses.

LEADERSHIP FOOTPRINT

All PHCNP (Primary Healthcare Nursing Practitioners) belong to the South African Society for Travel Medicines and the South African Association of Campus Health Services (SAACHS). One of the PHCNPs is the Treasurer for the Gauteng Branch of SAACHS.

CONCLUSION AND FOCUS

All the targets for the reporting year were met. Primary Healthcare Services is a dynamic unit which aims to improve and adapt its service to be a leading campus healthcare provider.

The focus for 2012 will be on disease prevention and treatment; increasing the uptake of HCT; and ensuring that health education drives are done regularly so that diseases can be detected early.

OCCUPATIONAL HEALTH PRACTICE

Governance structure (divisions and purpose of each division)

The Occupational Health Practice reports to the Registrar's portfolio via the Health and Wellness structure. Key roles are justified by a legal mandate and include occupational health risk auditing and medical surveillance. Additional components are emergency medical response, food hygiene auditing, medical event risk mitigation, travel health and disaster risk management.

The strategic and operational core is at APK. From here clinicians at each campus are guided and enabled to attain campus equivalence and accessibility. Four permanent and five contract positions exist.

Professional nursing practitioners at APK, APB and a shared position for DFC and SWC deliver an accessible programme to UJ employees and those at risk on UJ premises. An occupational medicine practitioner attends weekly and in accordance with legal provisions of the clinic permit.

A radiation expert (physicist) was appointed as the UJ Radiation Protection Officer. He assumes responsibility for the acquisition, waste disposal and monitoring of radio-active sources/practices. An administrative assistant and two student assistants provide logistical support.

Skills development

Professional employees attended the annual Influenza Symposium, HIV training and an international Occupational Health Research Review. Staff members also updated their spirometry competencies according to the new SANS 451 standard.

Governance: committees/quality control

The Occupational Health Committee is administered, reporting to the Registrar's portfolio. The Head of this practice is a permanent invitee to the MEC Risk Committee. Participation is upheld in the HIV Monitoring and Evaluation Task Team, the Committee for Persons with Disabilities, the Risky Student Behaviour Committee, the Wellness Committee and all campus forums.

Quality control

Self-evaluation is a prime focus of this practice and is, other than client satisfaction surveys and a narrative feedback register, evident in an internal audit which was undertaken in collaboration with the UJ Quality Unit. The President of the SA Society of Occupational Health Nursing Practitioners chaired the proceedings to provide external validation. This practice attained a score of 74% and lessons were learnt. The format of the audit in the presence of the entire team was presented as a constructive consultation and proved highly beneficial.

STRATEGIC FOCUS

Strategic thrusts which can be aligned with UJ thrusts include sustained excellence and trendsetting in occupational health governance; sustained excellence in Occupational Health risk assessment; sustained excellence in Occupational Health risk mitigation; sustained excellence in event medical-risk management; and sustained excellence in mediating medical response to emergencies. Other strategic thrusts in line with UJ's strategic thrusts include due diligence to fully attain Occupational Health campus equivalence by ubiquitous application of resources; contributing to safe, healthy teaching & learning environments; and ensuring a leadership footprint at an HEI to peers and forums.

PERFORMANCE

Health risk assessment

The following audits were completed in 2011: a Legionella water sampling baseline audit; a baseline hazardous biological agents' audit; food hygiene audits; site visits to FADA, the Faculty of Management and FHS; a SWC campus-wide post-construction audit; progressive Legionella testing on hot water systems at risk; and water quality testing on UJ bottled water.

Medical surveillance

An approved Health Surveillance Matrix guides the scope and defines the nature of medical screening for groups at risk of shared exposure at work. However, each person has a unique 'fingerprint', an Occupational Risk Exposure Profile (OREP), that refines screening further.

Challenges related to performance

This practice has had consistent growth in both the client base and numbers of consultations. In addition, Occupational Health intermittently uncovers 'new' risk areas which require project management and

execution. Travel health has grown by 400% this year. The three resilience programmes require Occupational Health's undivided attention and involve multiple interventions with each client. Staff numbers have not increased, however.

RISKS AND INTERVENTIONS

All Occupational Health Risk is captured and updated on the UJ Health and Safety Risk Register as submitted to the MEC Risk Committee. Interventions include pro-active assessment of environments for risk, early advisories on developing risk, consulting subject matter experts and site visits.

ENVIRONMENTAL SUSTAINABILITY

Projects and commitments related to environmental sustainability

Environmental sustainability efforts include full support of UJ's waste management and recycling initiatives, by conscientious use of utilities and ensuring that medical/bio hazardous waste derived from clinics and the ambulance are disposed of correctly.

The clinics recycle cartridges, paper, and batteries, limit printing and switch off the lights and PCs at night. Occupational Health requested that a full recycling station at the APK Clinic be installed.

STAKEHOLDER/COMMUNITY ENGAGEMENT

Internal stakeholder engagement reports/initiatives

Protection Services are the first responders to medical emergencies and then consult us if required. The Primary Health Service and the Occupational Safety Department are consulted where overlap occurs during planning, incidents and assessments. PsyCaD delivers a service to employees which are referred to them for exposure to work stressors. The Biokinetics Clinic at APB and gymnasiums support members of the UJ resilience programmes with assessments and exercise facilities. Subject matter experts are freely consulted.

External stakeholder engagement reports/initiatives

The National Institute for Occupational Health (NIOH) is a national research body which assists with water quality analyses. LTL conducts four rounds of Food Hygiene auditing per annum at all UJ food outlets. Netcare911 is contracted to deliver medical standby for events and dedicated, priority response to medical emergencies at all campuses.

The City of Johannesburg's (COJ's) Event Management Forum is consulted on event risk planning. This practice also serves on the Health Subcommittee of the COJ's Disaster Management Forum.

The national Institute for Communicable Diseases (NICD) advises medical guidelines in disease outbreaks, while receiving throat swabs from UJ as part of the Viral Watch research by NICD. The Federation of Infectious Diseases Societies of Southern Africa (FIDSSA) advises on infection control developments. The SA Society of Travel Medicine provides professional & medical guidelines, travel alerts and case studies.

LEADERSHIP FOOTPRINT

Local involvement with the City Council's Disaster Management Forum has resulted in formal collaboration. Extensive contact occurs regarding event risk management, public health threats and food safety.

The UJ Radiation Protection Officer has been approached by the International Atomic Energy Agency (IAEA) to serve on its panel of radiation experts in Africa.

TRANSFORMATION

The ITP was received and studied. A workshop followed the appointment of transformation facilitators.

CONCLUSION AND FOCUS

The focus for 2012 is to implement the recommendations following the internal audit;

to acquire multiple triage kits for deployment at scenes; to train more health professionals (colleagues); to package the proposal for 200 HODs to be assimilated into the Resilience Programme; and to assimilate water-quality testing into the central Health Risk Assessment Plan.

Marie Muller (Prof.)

Registrar

TRANSFORMATION UNIT

OPERATING CONTEXT

The establishment of a Transformation Unit and a Transformation Steering Committee (TSC) was approved by the Management Executive Committee in 2010 and was implemented on 1 January 2011. Ms Lorraine Viljoen is the Head of the Transformation Unit and reports to the Deputy Vice-Chancellor (DVC): Human Resources, Operations and ICS.

The Transformation Unit implements the strategic directives of the Steering Committee. It facilitates, coordinates and supports institutional activities in a manner that enhances the institutional transformation agenda and builds the capacity of line managers to manage and promote diversity and to achieve optimal cultural integration. The Unit manages specific transformation projects assigned to it by the Steering Committee. It assumes an advocacy role in respect of the transformation imperatives of the institution and monitors compliance with such imperatives. It ensures, on behalf of the Steering Committee, that institutional transformation goals are aligned with the Higher Education Transformation Agenda.

Governance within the Unit is overseen by structured meetings between the Head of the Transformation Unit and the DVC: Human Resources, Operations and ICS. The Transformation Unit regularly reports to the TSC. The TSC is a subcommittee of the MEC. The following documents are relevant to the Unit: the Institutional Transformation Plan; the Transformation Steering Committee Charter; and the Employment Equity Forum Charter.

RISKS AND MANAGEMENT OF RISKS

Risks to transformation in terms of leadership include a negative effect on strategic implementation; staff turnover; and insufficient resource allocation. Risks for UJ's culture are disaffected staff who do not perform optimally; dysfunctional departments/units/divisions; and a high staff turnover.

STRATEGIC THRUSTS AND TARGETS

One of the Transformation Unit's targets is to create a Virtual Leadership Academy that builds capacity and empowers people to exhibit appropriate leadership qualities. Transformation also aims to maintain an institutional culture that promotes collegiality; transparency; accountability; and ethical, value-driven behaviour. Another Transformation target is the internal monitoring of employee experience, which measures leadership credibility, effectiveness and impact.

The Transformation Unit aims to ensure that employees are provided with opportunities for professional and personal development; that they participate in a performance management system that is developmental and

rewards both individual and collective effort; that employees are increasingly demographically representative (inclusive of disability) and culturally sensitive; that they reflect a black academic staff complement of at least 40%; that they are provided with institutional support for optimal functioning; and that employees respect human dignity and embrace diversity.

Transformation also aims to maintain an organisational design and ethos that cultivates employees and students as responsible citizens; that the Unit is responsive to the challenges of a sustainable environment; that the Unit submits systems and structures to regular review to ensure strategic alignment; that Transformation cultivates a culture of appreciation and acknowledgment among employees and students; and that the Unit develops an inclusive and barrier-free working and learning environment for people with disabilities.

PERFORMANCE

The Institutional Transformation Plan (2011 to 2016) was approved by the UJ Council on 22 September 2011.

Transformation facilitators were nominated by the ELG. The facilitators assist line management with the implementation of the Institutional Transformation Plan and, together with the Transformation Unit, assist fellow employees to succeed in an environment where diversity and the need to challenge the status quo are part of the institutional fabric. This is achieved through training; monitoring campus culture and climate; disseminating information through a variety of formats; and creating a shared understanding of transformation issues. During 2011, two capacity-building workshops were conducted with the facilitators.

The Transformation Unit hosted three forums during 2011. The purpose of these platforms was to facilitate open dialogue and to address current transformational challenges and issues. A Transformation webpage was created, providing background information and advertising transformation initiatives.

On 16 September 2011, a very successful Staff Day was held on the Soweto Campus, launching the 2011 Diversity Week proceedings. During 2011, a Leadership Development Project Team worked on creating a UJ Leadership Development Model. The aim is to integrate the different processes currently taking place into a well-developed model that will serve the entire University community. The intent is to implement this model over a period of three years, starting in 2012.

The Leadership Development Programme is coordinated through the Transformation Unit, in collaboration with the Human Resources Division and the Registrar.

ELG individual coaching

During 2011, 23 ELG members participated in the individual coaching project. This purpose of the first phase of the coaching intervention was to support the UJ leaders in the transformation process.

360-degree leadership evaluation

During 2011, a 360-degree leadership evaluation was conducted on all ELG members. This phase (second phase) in coaching was directly linked to the development of leadership competencies.

Group coaching

Team coaching was done for Human Resources, UJ Sport, the Library, the Faculty of Law and MECA, with very positive results.

Resilience and health programme

ELG members participated in this programme which monitored the basic health and stress levels of the ELG.

Interventions

The Transformation Unit also provided advice and assistance with interventions when needed.

ENVIRONMENTAL SUSTAINABILITY

Sustainability is a core component of the transformation agenda. The Transformation Unit promotes sustainability in the institution and it was one of the main focuses during Diversity Week.

STAKEHOLDER ENGAGEMENT

The Transformation Unit regularly meets and consults with important stakeholders such as the Transformation Managers' Forum of HESA; transformation summits organised by the DHET and the Anti-Racism Network in Higher Education. The Unit also engages with other universities, Lead SA, internal stakeholders and the Melville Community Forum.

LEADERSHIP FOOTPRINT

The Head of the Transformation Unit is a member of the Higher Education South Africa's (HESA's) Transformation Managers' Forum and an executive member of the Anti-Racism Network in Higher Education. The UJ Transformation Unit had the privilege of hosting the Anti-Racism Network in Higher Education Colloquium.

The Transformation Unit has reached its goals for 2011 and celebrates its achievements with pride. The Unit provided leadership in its pursuit of promoting the Transformation Agenda of Higher Education and the country in general. It did this by embedding the Institutional Transformation Plan within the institution. It also added value to the University community through leadership development initiatives and programmes.

CONCLUSION AND WAY FORWARD

The Transformation Unit has contributed significantly to the transformation agenda of the institution in its first year of existence and also made a contribution on a national level. In 2012, the Unit will focus on monitoring and evaluating the implementation of the Institutional Transformation Plan; implementing the UJ Values Charter; and focusing on awareness and education of UJ staff on transformation issues through open conversations, workshops, focus groups and the annual national colloquium. The Unit will also assist with interventions; organise UJ Staff Day and Diversity Week; conduct the UJ Culture Survey; and contribute significantly to the Leadership Development Programme for UJ.

Derek van der Merwe (Prof.)

Deputy Vice-chancellor: Human Resources, Institutional Planning and Student Affairs



UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

SUSTAINABILITY REPORT: ENVIRONMENTAL SUSTAINABILITY

OVERVIEW

Sustainability can be defined as a condition wherein current human activities are not diminishing the resources available for future generations. UJ is of the firm belief that sustainable development is a long-term commitment and aims to contribute to sustainability by reducing its environmental footprint while enhancing its contributions to the social and economic development of South Africa.

UJ's commitment is ingrained in its Strategic Thrusts for the next decade: "UJ in the next decade will position itself as a modern African city university which is cosmopolitan in character and espouses liberal, progressive and transformative values. It will provide education that is affordable and accessible, that is challenging, imaginative and innovative and contributes to a just, responsible and sustainable society. It will offer a comprehensive range of excellent programmes and will cultivate students with integrity, who are knowledgeable, well-balanced and ethical and confident global citizens."

This Sustainability Report is structured according to the United Nations Environmental Programme's Design for Sustainability approach which clusters sustainability initiatives according to whether they are energy-related, water-related or waste-related.

ENERGY MANAGEMENT

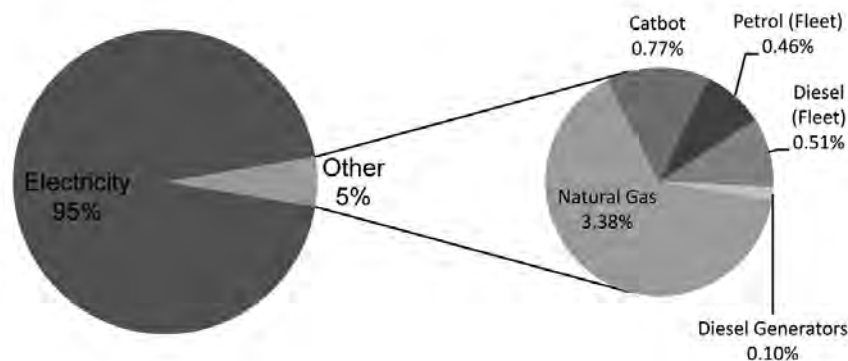
Carbon footprint

UJ's carbon footprint analysis was based on its 2011 energy consumption and extrapolated from the 2010 carbon footprint audit.

The 2010 carbon footprint audit determined the following energy consumption impact:

Figure 11: Percentage contribution of energy usage on carbon footprint

(Note Catbot is a fuel used to fire boilers for water heating)



The 2010 analysis identified electricity as the main contributor (95%) to the carbon footprint. The total carbon footprint for 2011, based on the energy consumption and extrapolating from the 2010 audit findings, is approximately 59 480 tons of CO₂ (see table below).

Table 32: Estimated carbon footprint based on 2011 consumption

Emissions Source	Kingsway Campus (APK)	Doornfontein Campus (DFC)	Bunting Road Campus (APB)	Soweto Campus (SWC)	Total tons CO₂
Electricity	30 813 762	8 091 214	7 908 627	4 951 103	56 377
Natural Gas	821 968	512 875	512 875	0	2 012
Catbot	419 963	0	0	0	457
Petrol (Fleet)	181 957	45 454	9 769	11 382	271
Diesel (Fleet)	58 703	1 796	1 236	217 675	304
Diesel Generators	32 729	6 466	6 143	8 177	58
Total tons CO₂	35 210	9 429	9 191	5 651	59 480

Improved energy management

UJ's approach to its consumption of energy has a profound impact on the environment, university finances and energy security. Fossil fuels, including oil and coal, contribute to global warming and regional air pollution. Expensive energy increases the cost of UJ's academic functions. Taken together, these factors make it imperative to consistently improve energy management.

Given the energy consumption impact on UJ's carbon footprint, the University has placed strong emphasis on energy management with the following primary drivers: reducing operating costs through energy conservation and efficiency; minimising the environmental impact of the institution; reducing greenhouse gas emissions; reducing exposure to energy cost escalations; and reducing reliance on the country's energy infrastructure & resources. Other additional primary drivers include demonstrating effective management of resources; promoting UJ's successes to the general public and other universities; and striving towards educating those who will shape the future of our community, province, and country on the importance of managing the resources we use.

Policy and strategy

UJ has established an Energy Task Team consisting of diverse stakeholders who collectively participated in the following policy and strategy formulation in 2011.

Policy statement

The policy developed to date and outlined below will be ratified by the appropriate governance structures by the second half of 2012.

The University will endeavour to reduce our energy consumption and eliminate waste without adverse effect on living and working conditions. The University fully supports the rights of all staff and students to work in buildings which are comfortably heated, illuminated and otherwise well-serviced within the limits imposed by legislation. The University will reduce its energy consumption by 25% by 2014 through:

- Reducing the environmental impact arising from the consumption of energy and water;
- Increasing energy efficiency;
- Achieving continual improvement in energy performance;
- Investing in clean, sustainable, energy-efficient technologies;
- Monitoring and reducing its carbon emissions from energy use;
- Providing a framework for reviewing energy performance and setting objectives for improvements.

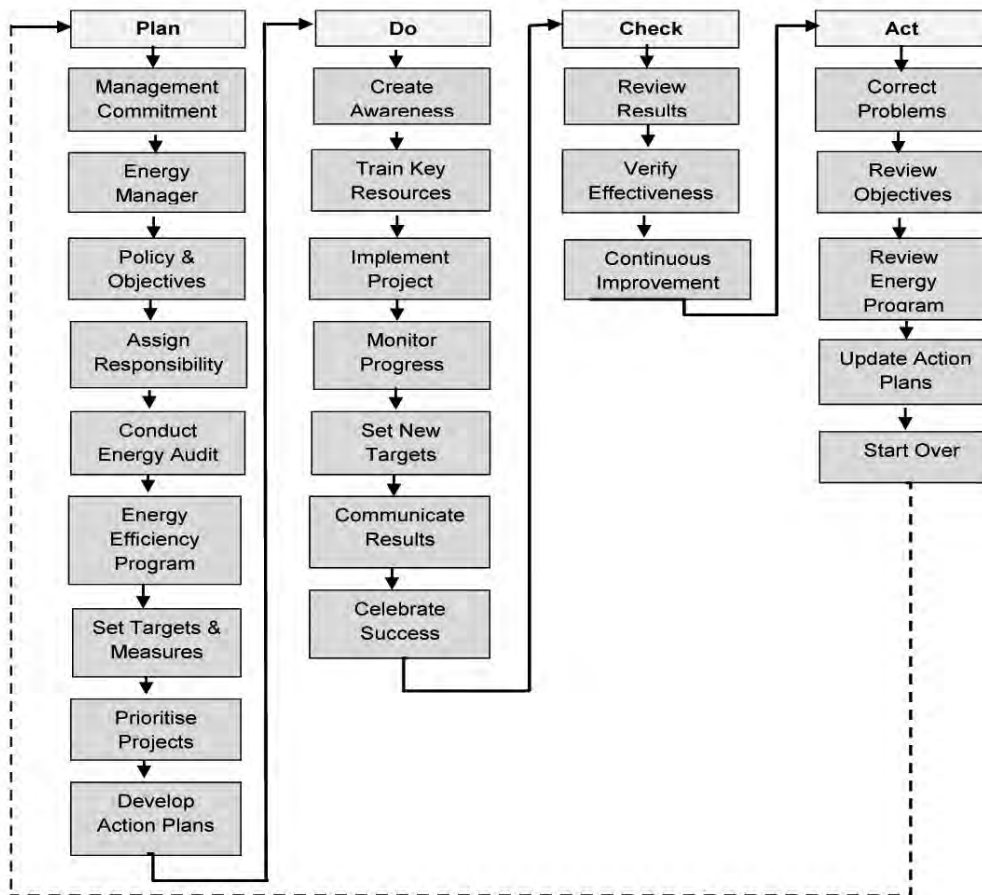
In order to achieve this, the University will endeavour to:

- Develop integrated campus energy metering and reporting framework;
- Regularly monitor the consumption of energy and water;
- Use alternative fuels and sustainable, renewable energy where cost-effective;
- Increase awareness of energy efficiency amongst all employees and students;
- Ensure that relevant employees receive training in energy-awareness and efficiency-improvement techniques;
- Conduct site energy audits to identify opportunities for efficiency improvements;
- Implement cost-effective energy efficiency measures;
- Ensure that energy efficiency and carbon emissions are considered in business decisions;
- Ensure that energy efficiency measures and sustainable design features are incorporated into all new buildings and major building refurbishment projects;
- Invest in cost effective, clean technology;
- Regularly review its Energy Policy.

Strategy

The execution of the energy management approach will follow the classical Plan-Do-Check-Act methodology. The following figure illustrates the approach adopted.

Figure 12: Energy management approach



The figure below is complementary to the strategy outlined above but with various focuses within the Plan-Do-Check-Act strategy cycle:

Figure 13: Energy management focuses



Energy consumption, baselining and target-setting

Actual 2011 energy consumption and cost distribution per campus are reflected in the next table.

Table 33: 2011 energy consumption and cost

Campus	Annual energy consumption (kWh)	Total cost
APK	30 940 128	R 28 504 744
APB	7 903 929	R 7 965 641
DFC	8 107 113	R 8 684 331
SWC	5 048 856	R 4 304 563
Total	52 000 026	R 49 459 279

Figure 14: Energy consumption distribution per campus

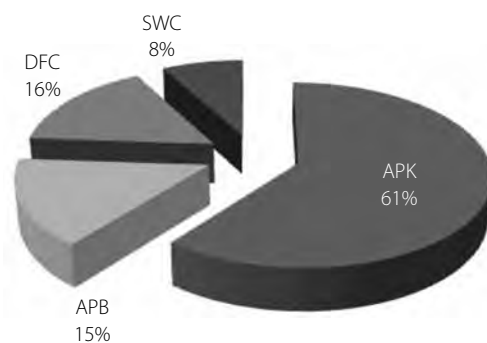
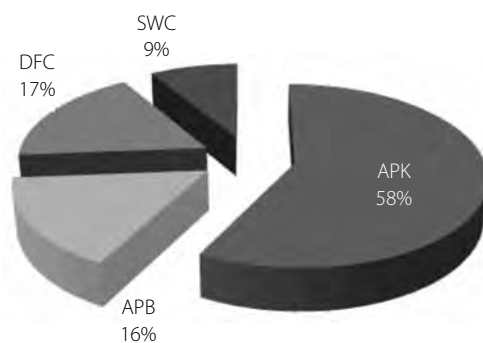


Figure 15: Energy cost distribution per campus



Given the extensive built area, the energy intensity index for 2011 was calculated for each campus as shown in the following table.

Table 34: Verified consumption baseline against which improvements will be measured

Campus	Annual energy consumption (KWh)	Campus building area (m ²)	Energy intensity (KWh/m ²)
APK	30 940 128	295 366	105
APB	7 903 929	121 807	65
DFC	8 107 113	179 856	45
SWC	5 048 856	63 813	79
Total	52 000 026	660 842	79

* Year-on-Year increase in energy consumption

Based on initiatives to date and making adjustments for quantified energy-saving initiatives, the net energy savings for all four campuses is 2.83%.

The following table illustrates the year-on-year increases or reduction in energy consumption per campus.

Table 35: Year-on-year percentage energy reduction

Month	APK	APB	DFC	SWC	Total
Year-to-date savings (Sept to Dec)	9.34%	8.11%	6.60%	-141.99%	2.83%

The material increase in the energy consumption for the Soweto Campus is due to new facilities which were commissioned in 2011.

- 2012 energy reduction target

The table below presents the target percentage reduction in energy consumption by March 2013 and is measured from the 2011 baseline.

Table 36: Energy consumption reduction target by 2013

	Floor	Target	Celling
% reduction	3%	5%	10%
Resultant energy intensity (KWh/m ²)	75	73	69

Energy awareness

Energy awareness research was conducted to determine the perception, awareness and knowledge of UJ Staff on energy efficiency. The research was conducted by Nandarani Maistry and supervised by Professor Harold Annegarn and Tracey McKay of UJ's Department of Geography, Environmental Management and Energy Studies.

The Energy-Awareness Survey was performed during 2011 and assessed a number of aspects related to energy awareness. One of these is the existing perception of energy efficiency at UJ.

The research suggests a strong awareness of the need to improve energy efficiency, and that more can be done by UJ management.

Based on the responses to the survey, the Energy Team will be running a series of energy efficiency awareness campaigns during 2012. These awareness campaigns will inform UJ community members about current projects,

help conceptualise or design new activities, and increase networking among people of the UJ community who are invested in and working towards a more sustainable university.

Notable achievements

The University has been proactive in several areas, creating an energy management team, developing an energy management policy and strategy and setting baselines to understand and control both energy usage and costs. UJ has also installed energy-efficient air-conditioners, solar panels for water heating in residences and energy-efficient lighting in more than 190 lecture halls. In addition, the University has initiated energy audits and engaged with Eskom Demand Side Management initiatives. UJ also has access to on-line power metering from City Power.

In 2012, the University plans to conduct detailed energy audits, implement further energy-saving measures, ensure all new and existing projects include energy efficiency measures and install energy meters at key points for measuring energy consumption. In addition, the University will institute the roll-out of UJ's energy efficiency awareness campaign throughout the University.

WATER MANAGEMENT

Water use provides another measure of how efficiently the University uses natural resources. Its impacts are relatively local and subject to climatic variation in wet and dry years.

The University has developed a utilities strategy, including numerous water-saving projects. A monitoring and targeting system for water will be set up to track costs and consumption and to enable management reports to be easily produced. Sub-meters will be installed on buildings and in large items of equipment to measure their consumption. Any fluctuations will be identified and investigated quickly, and corrective action will be taken.

Consumption will be monitored on a daily basis and unusual consumption patterns promptly addressed. New projects include landscape plans, storm-water management and harvesting, building codes and retrofitting and maintenance planning to assist in reducing water usage.

UJ has been actively involved with the local authorities to manage both water consumption and costs. Water audits will be conducted on each of the campuses to identify further opportunities for savings. Both water and energy use at UJ are inextricably linked and thus savings in energy will result in savings in water use for applications such as heating and cooling.

WASTE MANAGEMENT

Recycling statistics from June 2011 to November 2011 are reflected in the table below.

Table 37: Recycling statistics

Total waste generated	Total waste recycled	Total % waste recycled
2370 Ton	124 Ton	5.2%

UJ did not meet its target of 14.3% for recycled waste for a number of reasons. Firstly, the target was too high due to a lack of knowledge regarding the amount of waste being generated on the APK and SWC Campuses. Secondly, there was a lack of trained waste controllers and the two appointed waste controllers per campus did not manage to recycle all the waste disposed of at the waste areas, especially on the APK Campus. Thirdly, Budget Waste only started its recycling programme on all four campuses in June 2011. Lastly, there was a lot of theft of recycled waste especially white paper and cardboard boxes.

Different types of waste recycled

The different types of waste recycled are reflected in the table below.

Table 38: Types of waste recycled from January 2011 to November 2011 and measured in tons (T)

	Com Paper	White Paper	Plastic	Cans	E-waste	Card Boxes	Glass	Scrap Metal	Total
Month	T	T	T	T	T	T	T	T	T
Total 2011	22.452	26.934	26.689	13.742	.135	27.427	28.740	29.803	188.714

CONCLUSION

UJ is helping to shape the minds and values of a new generation of leaders and decision makers by integrating an environmentally, socially and economically sustainable consciousness into all aspects of the University lifecycle through innovation, communication, community engagement and implementation.

This will be done by creating opportunities that encourage collaborative research and practices; adopting innovative technologies and approaches to sustainable practices at UJ; and including long-term commitments that integrate economic, social and environmental objectives in decision-making.

Reenen du Plessis (Mr)

Executive Director: Operations

CR Gebhardt (Mr)

Chairperson: Planning and Resource Committee of Council

Roy Marcus (Prof.)

Chairperson of Council

UJ's STRATEGIC THRUSTS: 2011 – 2020

Thrust 1:

Sustained excellence of academic programmes, research and community engagement.

Thrust 2:

A comprehensive institution recognized for the stature and quality of its scientific and technology programmes and its scientific and technology-driven research, innovation and technology transfer.

Thrust 3:

Equivalence of all campuses, with dedicated initial focus on SWC and DFC.

Thrust 4:

An international profile of employees, students, scholarly output and institutional reputation.

Thrust 5:

A brand that identifies UJ with relevant, accessible and excellent higher education.

Thrust 6:

Leadership that matters, in the institution and in civil society.

Thrust 7:

Supportive and engaged alumni that contribute to UJ's reputation and resource base.

Thrust 8:

Resources that enable UJ's fitness for purpose, support the achievement of the primary thrusts and facilitate a responsible and responsive institutional citizenship.

UJ INSTITUTIONAL SCORECARD 2011					
Strategic Goals		Wgt	Units	Target	Score
Teaching Effectiveness & Enrollment Management		20%		8	
1	Overall Enrollment		No	48,500	50,486
2	Honours Enrollments & Postgraduate below Masters		No	4,234	3,780
3	Masters / Doctoral Enrollments		No	2,500	2,655
4	CESM: SET Enrollments		%	29.5%	29.9%
5	Undergraduate Success Rates		%	77.5%	79.4%
Research Output & Research Profile		15%			
1	Accredited Research Output		Units	537	610
2	% of International to National Publications		%	64.0%	64.5%
3	Number of Active Researchers		No	400	497
4	Number of NRF Rated Researchers		No	100	100
Technology Innovation & Technology Transfer		5%			
1	Technology & Innovation Progress		Rating	8.0	8
Finance (Stability)		15%			
1	Financial Stability (Operating Surplus/Loss)		R'm	25.00	76.00
2	Reserves prior to IFRS Adjustments		R'm	740.00	800.00
Resource Generation, Institutional Efficiency, Effectiveness & Sustainability		15%			
1	Other Income to Subsidy Income		%	46.0%	46.7%
2	Unencumbered Income		R'm	52.00	52.00
3	DFC Project Delivery (Capital & Construction)		Rating	8.0	7.00
4	Energy Management		%	10.0%	3.0%
5	Waste Management		%	14%	9.76%
6	HR Efficiency & Effectiveness		%	65%	60%
Culture & Intellectual Capital		10%			
1	Staff Profile – % Black Academic Staff		%	30%	30.3
2	Culture Programme and Impact (Students & Staff)		%	60%	62.5%
3	Survey – Student Experience		Rating	6.5	7
4	% of Staff obtaining Master's (qualifying group)		%	50.0	50.00
Brand, Community Engagement & Alumni		10%			
1	Stakeholder awareness & association of Brand		Rating	8.0	9
2	% of Undergraduate degree applicants that have registered with M scores at least 20 or APS above 35		Rating	28%	25%
3	Community Engagement Projects: Scope and Impact		Rating	8.0	8.00
4	Engagement of Alumni		Rating	8.0	8.50
5	Graduate Employment		Rating	7.5	7.50
Governance & Leadership		10%			
1	Audit / Risk Committee Review		Rating	8.0	9
2	Effectiveness of Structures & Committees (Council, Senate and MEC)		Rating	9.0	9
3	Leadership Credibility		Rating	7.0	8
Total Weight & Score		100%			8.56

UJ's RISKS

Risk 1:

Quality of first year intake.

Risk 2:

Relocation of FEBE and FHS to DFC.

Risk 3:

Loss of high performance employees.

Risk 4:

Postgraduate students throughput rates.

Risk 5:

Undergraduate students throughput rates.

Risk 6:

Sufficient and appropriate learning and teaching spaces.

Risk 7:

Succession planning (expected and unexpected).

Risk 8:

Central Management Information System – Access, Data Integrity and Development.

Risk 9:

Business continuity – IT.

Risk 10:

Not meeting postgraduate enrollment targets.

Risk 11:

Decline in white students below critical mass.

SUSTAINABILITY REPORT

FINANCIAL REVIEW

OVERVIEW

The Deputy Vice-Chancellor (DVC): Finance is responsible for the executive management of finance at the University of Johannesburg. This Section of the Annual Report focuses on the following:

- Policy framework;
- Governance;
- Risks and risk management;
- Focus;
- Performance review of the three divisions within Finance;
- Statement of responsibility of the members of Council;
- Audited financial statements;
- Notes on annual financial statements;
- Remuneration: external members of Council;
- Remuneration: members of the Executive Leadership Group (ELG).

POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policies' frameworks have reference within the institution (refer also to section 3):

- National legislation and national/international directives and standards on financial management;
- UJ financial strategy and five-year plan, approved by Council;
- Financial policies and procedures;
- Travel policies and procedures;
- Fundraising Policy;
- Policy on Student Fee Structure;
- Delegation of authority: contracts;
- National Student Financial Aid Scheme Rules and Regulations;
- Delegation of Authority: Finance;
- Risk Management Policy;
- Procurement policies and procedures;
- Tender policies and procedures.

GOVERNANCE FRAMEWORK

The following Council committees are highlighted:

- Council Executive Committee;
- Council Audit and Risk Committee;
- Council Finance Committee.

In addition to the Council committees, the MEC oversees executive management related to the management of finance. The MEC Risk Committee is chaired by the DVC: Finance (refer to section 3). In addition to this, the Tender Committee is responsible for the consideration of tenders, in accordance with the financial Delegation of Authority approved by Council.

The following three divisions report to the Deputy Vice-Chancellor: Finance:

- Financial Governance and Revenue;
- Expenditure and Procurement;
- Intellectual Property and Commercialisation.

FINANCIAL RISKS AND RISK MANAGEMENT

The following material risks related to financial management were reflected on the institutional Risk Register:

- Increase in doubtful debt;
- Inadequate NSFAS allocation;
- Real decline in Government subsidy;
- Increased electricity cost;
- Financial sustainability.

Increase in doubtful debt

The University is acutely aware of the economic status of our students and their parents. It is, however, a priority for the Finance Division to ensure that all fees billed are collected. In order to ensure this, the University employs various strategies to collect the outstanding amounts; some of these are to manage our NSFAS allocation effectively to ensure that we assist as many students as possible with this resource. We also actively engage our bursary providers to obtain more resources to assist students. The University also provides, out of its own funds, various forms of assistance for both academically and financially deserving students. Although we explore all possibilities to assist students, it is a fact that we do have to use normal collection strategies to collect a certain portion of our book. To this end, we have clearly laid out guidelines – both for our staff and for our collection agencies. We will continue to manage this risk actively.

Inadequate NSFAS allocation

The University has a strategic intent of providing access to students from working-class parents. This strategy resulted in the admission of a less affluent cohort of students which placed incredible pressure on the financial resources of the University and the adequacy of our allotted NSFAS amount. As noted above this also has a material influence on the unrecoverable debt of the University. The University has provided, in addition to its 2011 allotted NSFAS amount, assistance to NSFAS students to the amount of R20 million, this excludes any final-year students as they receive a bursary in terms of the scheme announced by the Minister during 2011. It is important to note that the R20million would have been a lot more if the Minister did not announce the final-year bursary scheme. The University's subvention of its NSFAS allocation has increased from R4 million in 2008 to the current R20 million. Our estimate is that the 2012 amount which the University will have to contribute will increase exponentially, if the University does not receive a material increase in the NSFAS allocation. This subvention is not a sustainable solution and will have to be limited to an affordable amount in the near future.

Real decline in Government subsidy

Taking note of the two risks described above and the financial effect of these on the long-term financial sustainability of the University, the real decline in the per capita subsidy in the recent past presents an institutional risk for the University.

Increased electricity cost

The increasing energy cost, especially electricity costs, is a cost driver that is high on the agenda of the University's Executive. The University has implemented various strategies to reduce its electricity consumption and all new developments and any refurbishments are designed to be energy efficient. We also launched a process and research to develop more ways to reduce our electricity consumption. This is a strategic issue and we are continually improving our processes in order to manage this risk. An additional item which increases this risk is the poor accounting, misallocation of payments made, customer feedback and erroneous transactions processed by the City of Johannesburg on the University's utility accounts. The Executive of the University

has been engaging with the City Council, but an adequate solution has not been found. These errors on the accounts also negatively influence the cash flow of the University.

Financial sustainability

The financial sustainability of the University is of utmost importance. We are actively managing this risk with, among others, the following strategies:

- The University has a five-year financial strategy, which was approved by Council. When necessary this strategic financial plan is amended and approved by Council.
- The annual budget is prepared based on the five-year financial strategy and taking into account the strategic thrusts of the University and the various income sources at our disposal.
- Our annual fee increases and other income sources are also informed by the approved financial strategy.
- The risks noted above are carefully monitored, by both the Management Executive Committee and the Audit and Risk Committee of Council and the effects thereof are accounted for in the strategic financial plan.
- The cost-consciousness exercise the University embarked on in 2010 was continued in 2011 and the University community is now assisting, ensuring that no unnecessary expenses were incurred.
- As indicated above, the Finance Division has various strategies to ensure that we collect our outstanding fees.
- The various academic environments are encouraged to engage in activities that will result in third-stream income in line with their academic mandate.
- All major capital expenses are carefully evaluated to ensure that the University can afford the initial capital outlay and also that the annual facility expenses are affordable and budgeted for.

General financial risk management

The University's activities expose it to a variety of financial risks: market risk (including currency risk, cash flow, interest rate risk and price risk), credit risk, liquidity risk and operational risk. The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial and other performance of the University.

Financial risk management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council, which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework, in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its overseeing role by internal audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to this Committee.

Credit risk

Credit risk is the risk of financial loss to the University if a client, student or counterparty to a financial transaction fails to meet its contractual obligations and arises principally from the University's receivables from students and clients. The University has no significant concentration of credit risk, owing to its wide spread of students and clients.

In a higher education environment, it is not possible to manage credit risk ex ante at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed ex post by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the use of debt collection attorneys and agencies. As already indicated above, this risk is ever increasing as students expect free tertiary education.

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are to clients with an appropriate credit history. It does not insure its student or other receivables.

Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The liquidity risk is minimised by weekly cash-flow projections and effective working capital management.

The University's liquidity risk consists mainly of the outstanding student and other receivable amounts, borrowings, accounts payable, accrued liabilities, student deposits received and employment benefits. The liquidity risk is managed by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

Currency risk

The University does not operate internationally but, on occasion, there are foreign-currency denominated purchases. The University is exposed to foreign currency risk when purchases are denominated in a currency other than South African Rands. Management has introduced a policy that requires that all material foreign currency transactions should be hedged with a forward-exchange contract. At year-end, there were no material outstanding forward-exchange contracts. When necessary, forward-exchange contracts are rolled over at maturity.

Interest rate risk

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments for up to one year. The period of each investment is linked to the cash flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment.

The University's investment policy determines that all long-term investments, including capital and money market investments, are managed by the University's fund managers, under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take. The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various fund managers manage the interest rate risk within the levels accepted by the University. The University's Finance Committee of Council, with the assistance of the Investment Committee, oversees its long-term investments.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on risk.

Operational risk

Operational risk is actively managed. The University maintains systems of internal control over income and expenditure, financial reporting and safeguarding of assets against unauthorised acquisition and use or disposition of such assets. Internal auditors monitor the effectiveness of the internal control systems and report findings and recommendations to the Management Executive Committee and the Audit and Risk Committee of Council. Corrective steps are taken to address control deficiencies and other opportunities for improving the systems, when identified. Council, operating through its Audit and Risk Committee, oversees the financial reporting process. The University has very little control over the annual student intake. Marketing and branding strategies are however in place to ensure consistent student intake – in accordance with the approved Enrolment Plan.

FOCUS

The main strategic goals focus on institutional efficiency and effectiveness and competitive resourcing, with efficiency and future sustainability, size and diversity of income as the key performance indicators. The focus in 2011 was also on financial sustainability, with specific reference to cost consciousness and effectiveness and sustainable resource generation. The following performance indicators are reflected in the institutional scorecard for 2011:

- Other income to subsidy income: 46%;
- Unencumbered incomes: R52 million.

FINANCIAL PERFORMANCE

Audited financial results for 2011 were delivered once more on time, without qualification and with no significant external findings. Generating unencumbered commercial (namely, non-state, non-tuition-fee, non-capital income) and donor income remains a high priority and is on target, but remains suboptimal, especially in the current economic environment.

The 2011 annual financial results show excellent outcomes, with the budgeted operating loss of R88 million being turned around to an operating surplus of R76 million, mainly due to better-than-expected remuneration expenditure – the result of the historical staff vacancy rate at the University. This outcome compares very well with that of 2010.

FINANCIAL GOVERNANCE AND REVENUE

OVERVIEW

The Executive Director: Financial Governance and Revenue is responsible for the executive management of this division and reports to the DVC: Finance. Strategic management and planning were implemented at all operational levels of the Division. All directors, managers and supervisors had to prepare their own strategic goals and they were measured against their individual environment's strategic goals. The Division consists of the following divisions/units:

- Budget and Project Management Division;
- Student Finance Division;
- Strategic Financial Projects and Sundry Revenue Division;
- Planning, Cash Management and Financial Reporting Division.

STRATEGIC FOCUS

The major strategic goals for the Division in 2011 were:

- Restructuring of the Budget and Project Management Division in line with the requirements expressed by the internal customers during a performance survey; ;
- Effective expenses management and expenses reporting to ensure that the University achieves the budgeted operating loss;
- Alignment of our governance and processes with King III and having strategic management of the University's cash flow and working capital to ensure that all the operating expenditure and capital expenditure can be paid;
- Finalisation and institutionalisation of the Risk Management Methodology and Process;
- Analysing our budget process to ensure that effective and adequate resource allocation does occur; this will assist the academic faculties and the research division to achieve their stated strategic and operational objectives;
- Allocation of the available NSFAS funding to needy students in an efficient manner in order to ensure effective use of the inadequate NSFAS funding;

- Engaging our current bursary providers to assist more students and to find new bursary providers to assist the students;
- The influence of the worldwide credit crunch and the restrictive lending environment will have a negative influence on our debtors' books and cash flow: this will be an area that will require strategic resources, both in student finance and in sundry receivables, ensuring that all commercial entities and projects are accurately accounted for in the University's financial records (this includes statutory records, taxation and financial viability); where necessary separate financial statements are prepared for these entities;
- Analysing the financial performance and contribution of the commercial ventures.

PERFORMANCE REVIEW

The above goals were mainly achieved. It is, however, important to note that all of the goals will require resources to maintain the momentum and to ensure that the University does benefit from these initiatives.

Budget and Project Management Division

The managing of the budget and projects is the responsibility of this subdivision. During 2011 the Finance Division embarked on a performance survey which was sent to all our internal clients. The results of the survey indicated that the clients required a higher level of financial management than the current service. This Division was restructured in line with the performance survey's results. The financial business partners perform, amongst others, the following functions:

- They assist in operational and strategic financial management in the various environments;
- They prepare the monthly management accounts to record the financial performance of the departments and faculties;
- The management accounts are a pivotal tool in the performance of the required level of financial management;
- They assist in the preparation of the annual expenses budget – continual budget control is exercised by this subdivision.

Student Finance Division

The previous subdivision is involved in the expenditure cycle of the University. The Student Finance Division is responsible for the accounting for all the student revenue and financial aid transactions of the University. The major functions are:

- Maintenance of the University's fee structure, invoicing students and collecting outstanding amounts owed to the University;
- Financial aid, bursaries and NSFAS;
- External collections and credit control of the student debt.

Strategic Financial Projects and Sundry Revenue Division

This Division is responsible for, among others, the following:

- A variety of strategic projects;
- Financial management of the smaller entities of the University;
- The statutory compliance of all UJ's companies;
- Accounts receivable: this includes all invoicing, debt collection and credit control of all customers other than students;
- Maintenance of the financial code structures in the student finance systems.

Planning, Cash Management and Financial Division

This division is responsible for, among others, the following:

- Cash flow planning and management;
- Statutory financial reporting;
- Management and execution of the internal and external processes;

- Facilitation of the University's risk management and insurance functions;
- Maintenance of the financial code structures on Oracle;
- Management of all the cash management and payment processes;
- Short-term investments and the maximisation of interest income;
- Provision of monthly and quarterly management information to the Management Executive Committee.

Governance review

This division has various responsibilities towards the maintenance of good corporate governance in the institution and, to this end, we are accountable to the MEC, the MEC Risk Committee, the Finance Committee of Council and the Audit and Risk Committee of Council.

We are responsible for the maintenance and updating of the University's Risk Register, to ensure proper governance of risk. The Finance divisions, both Financial Governance and Revenue and Expenditure and Procurement, are subject to internal and external audits each year. These audits are external evaluations of our processes and do identify possible improvements. These audits are part of the governance controls and processes of the University.

Financial review

The Division receives an annual budget to perform its duties and to fund its operating expenditure. We were able to use our allocated budget in such a way that efficient service delivery was ensured, without wasting resources. We were able to run the Division within the allocated financial resources.

Quality systems

As indicated above, Financial Governance and Revenue is subject to internal and external audits continually: these audits are external evaluations of our processes and do identify possible improvements. This Division therefore has a constant external quality monitoring mechanism. It is nevertheless obvious that we can always improve our business processes, service delivery and risk management.

The University's internal audit is outsourced and is performed by Deloitte. In line with the University's risk management process, a risk-based internal audit methodology is followed. All the findings of the internal audits with respect to risks are fed into the risk management process and the Risk Register. This ensures adequate quality management of our processes.

As indicated above, the Finance Division conducted a performance survey in 2011. The recommendations of this survey, where practically and financially possible, were implemented (see the comment above).

Planning, Cash Management and Financial Reporting's self-evaluation will be completed in 2012.

Stakeholder engagement performance

Both UJ staff and students are internal customers of the Division, as our services range from the provision of information to the allocation of bursaries and NSFAS assistance to needy students. The Division has embarked on an extensive communication exercise with the providers of external bursaries and other financial aid, including NSFAS. The purpose of this communication exercise is to ensure that the University's Bursary Office does provide the donors with the information and services that we deliver.

The major functions located in the Planning, Cash Management and Financial Reporting Subdivision is:

- Preparing the annual budget;
- Managing the cash flow to ensure adequate cash is available to cover operating expenses and to fund investment projects;
- Increasing the amount of funds available to UJ students as bursaries by actively sourcing new and additional bursary providers;
- Preparing and reconciling all the bank accounts;
- Accounting for all the University's investments;

- Managing the internal and external audit processes of the University;
- Financial reporting: both statutory reporting and reporting for management purposes;
- Managing institutional risk and reporting risk to the Executive Leadership Group and the various committees of Council.

WAY FORWARD AND STRATEGIC THRUSTS 2012

The strategic thrusts for 2012 will be aimed at mitigating some of the major risks facing the Division:

- Upgrading of the current instance of the Oracle ERP, as the support for the current version of the software will be discontinued in the near future;
- Analysing Quali Financial Systems (KFS), in conjunction with the University of Stellenbosch and North-West University, to determine if KFS is an alternative for Oracle Financials. The purpose of this analysis is to determine if KFS, a system developed by HEIs for HEIs, is a possible future alternative for Oracle ERP;
- Implementing the new Companies Act in respect of all the companies in which the University has a share;
- Rolling out of the business metrics module of IDU to provide the ELG with desktop metrics information on their finances;
- Institutionalising the process of financial business partnering to ensure more timeous and effective client services;
- Managing expenses effectively and reporting expenses to ensure that the University achieves the budgeted operating loss;
- Upgrading the Division's office and parking facilities;
- Aligning our governance and processes with King III;
- Devising a strategy to limit the University's exposure to excessive NSFAS subvention, based on the inadequate NSFAS allocation;
- Cash-flow management in the light of increasing unrecoverable debt and real per capita subsidy decline;
- Implementing the revised regulations for HEI reporting as per the Department of Higher Education and Training.

CONCLUSION AND WAY FORWARD

In conclusion, we believe that we have achieved what we set out to do in 2011.

Our goals in 2012 have been set in such a way to ensure a more productive and more effective revenue and financial governance environment. We aim to substantially improve our level of client service to assist the University to achieve its stated strategic goals.

Jaco van Schoor (Mr)

Executive Director: Financial Governance and Revenue

FINANCE EXPENDITURE

OVERVIEW

The Finance Expenditure Department comprises the following departments: Payroll; Fixed Assets, Accounts Payable and Procurement (which includes Stores, Tenders and Purchasing).

The three core functions of the Finance Expenditure Department are to:

- Provide strategic financial support for business and operational planning;
- Provide day-to-day financial services to the University, its departments, students and staff;
- Meet external and internal financial reporting requirements.

PERFORMANCE

The year 2011 has been the year that we focused on challenging the status quo in order to improve our processes. Our aim was to create an enabling environment whereby we tried to address our stakeholder's needs in a more effective way.

In addition, we also looked at creating a more effective expenditure team. This was done by identifying critical issues to be addressed, implementing performance management and keeping each other accountable.

2011 was the first year in which the salary increase was finalised before the end of the year and was implemented with effect from 1 January 2012. In addition, a two- year agreement was signed with two of the unions.

One of our biggest improvements was the development of a report to manage the procurement process – from the submission of the I-proc; to the creation of the order; to the delivery thereof; up to the payment. Requestors are notified automatically of the progress made with the request (I-proc). All I-procs have to be converted into an order within three days and all exceptions are monitored.

Our supplier database had been reviewed and updated with the supplier's latest details and B-BBEE status. A process was implemented for new suppliers to be vetted before they can be considered for placement on our database.

In order to assist departments to manage their fixed assets better, we developed IDU software, whereby departments can survey their own assets. Any changes can be done electronically, and the fixed assets department will be notified immediately thereof for them to update the fixed asset register. FADA (Faculty of Art and Design and Architecture) was used as the pilot and various other faculties/divisions will follow.

Service level agreements between Finance Expenditure and the various user departments were put in place and last year we started with the review of our performance with the different departments.

The respective Finance and Procurement policies were updated, and approved by the MEC in November 2011, and are available on the UJ intranet. The relationship between the Procurement Department and the Purchasing Consortium of Southern Africa continues to grow from strength to strength; it is pleasing to note that savings have been achieved through the concessionary rates achieved by the combined power of member institutions.

The Payroll Department has seen significant improvements in its efficiencies, and continuous improvement strategies are on-going in order to position the Department as the department of choice. All additional allowances have been reviewed and additional controls have been implemented in order to ensure that staff are entitled to these allowances, for example night shift allowances, cell phone allowances, etc. The variance report has also further been enhanced, as it now includes the overtime hours and alert warnings for incorrect amount and outliers.

Among other initiatives that have been implemented is that the number of overtime hours worked as reflected on the payslip. Staff are notified via email of subsistence payments as they are being processed, with the exchange rate also reflected. The temporary appointments and payments process, which had been automated

last year, is now being used by 95% of the faculties and departments. It is envisaged that, with the further enhancements, new applicants will be able to capture their own details and that the electronic appointment of invigilators will be implemented during 2012.

The Finance Expenditure Department also conducted a survey of its service delivery to stakeholders. Overall the survey was favourable. In areas that shortcomings were identified, corrective steps were agreed upon with the different departments concerned. We also started our peer review which will be conducted in 2012.

Staff profile and performance management

The department consists of 96 staff members, of whom 70% are black personnel (African, coloured, Indian). Our black personnel are also represented on the various management levels in the Department. The staff turnover rate was very low with zero resignations, one retirement and one of our staff members sadly passed away.

Staff performance is monitored biannually to identify arrears that require attention and to acknowledge areas where staff are performing.

Cultural integration

Several events were hosted during the year in order to improve our cultural integration. These events included a Hindu wedding, a Zulu wedding, the Easter function and the 'Lifestyles of the rich and famous' event. This assisted in staff getting to appreciate and understand one another's culture.

CONCLUSION

The Finance Expenditure Department has, as its slogan, adopted Scott W. Thomas's saying: "If you keep doing what you have always done, you'll keep getting what you have always gotten". Therefore, we believe that one can only improve if one changes the way things were done previously.

We continuously look at best practices through benchmarking our Department against other higher education institutions – locally and internationally – to improve and streamline service delivery to the University community.

Hennie Kruger (Mr)

Executive Director: Expenditure

INTELLECTUAL PROPERTY AND COMMERCIALISATION

OVERVIEW

The Office of Commercialisation in 2011 expanded its operations and a proper structure and organisational plan was implemented. A clear distinction was made between the Technology Transfer Office (TTO) and commercial activities not linked to technology transfer as two separate operations. Although both were still addressed during the year, a process of reorganisation was completed with the Technology Innovation Group as consultants. The overall plan and structure, as approved by the University, was rolled out in the year. A new technology transfer officer was appointed and the person appointed in research for technology scouting was included in the Technology Transfer Office's operations. With the new structure all the documentation for the TTO was standardised and made available to the students and staff of the University. As a result of the new Intellectual Property (IP) Act, items like Full Cost Research Contract Management and the UJ IP Policy were reviewed.

With the rollout of the technology thrusts in the university, the TTO got involved in the selection and rollout of these thrusts. This led to the new CTTIC initiative to establish a complete Solution Centre that will be rolled out in 2012.

FOCUS

With the new IP legislation approved, the University's new strategic thrust and the emphasis on third-stream income, the importance of a well-structured intellectual property and commercialisation office has become increasingly evident. The focus was on the visibility, accessibility and benefit of the TTO for staff and students. This has been included in key staff performance indicators to ensure that this Office will underpin the strategy of the University. This will be further enhanced by combining the TTO with the UJ Solution Centre planned for 2012.

PERFORMANCE

The Intellectual Property and Commercialisation Office attended to many new innovations directly related to research, which led to the registration of five new patents and three new commercial initiatives. The awareness of the existence of this Office also increased due to presentations made to faculty meetings and individual staff. The number of requests for assistance increased significantly and helped to ensure the commercial viability of research projects.

The major PV project, PTIP, was successfully transferred to its own management and premises and at the end of the year the pilot plant and the new equipment needed to fully commercialise the technology was performing well. The company secured an investment of close to R100 million from the IDC to build the semi-commercial plant that will kick-start the larger plant to be built in Paarl. The joint venture with the German technology company proved to be very important.

The other existing projects were further helped along the commercialisation path with two being successful and one unsuccessful. It has to be stated that the commercialisation path is not defined and success should not only be measured financially. The acceptance of the benefit of this Office from students and staff alike has created a drive for innovation.

The three new projects that were initiated are in various stages of commercialisation. This includes collaboration with a spin-off company from the University of Texas with which we have established a relationship. This international collaboration will be expanded in the years to follow.

The Commercialisation Office was involved in many commercial transactions for the University like the ASEM contract, the brand shop UJ Unlimited, Qualification Verification Services and other commercial projects that created financial benefit for the University.

CONCLUSION

The Intellectual Property and Commercialisation Office in 2011 expanded its operations and established itself as a worthy support service within the University structures. The definite distinction between intellectual property commercialisation (the TTO) and operational commercial issues need to be incorporated in the University structures.

JH Kriek (Prof.)

Deputy Vice-Chancellor: Finance

REPORT FINANCIAL PERFORMANCE: CHAIRPERSON COUNCIL FINANCE COMMITTEE

The 2011 financial year was expected to be another challenging year. Very tight budgetary controls, higher than expected income levels, as well as tough economic conditions were some of the factors impacting on the financial results for the year. The financial principles adopted by UJ clearly state that the University will at all times endeavour to ensure a match between recurring expenses and recurring income and this assisted in managing the finances in the tough times. Non-recurring income is used to finance once-off capital expenditure, to further enhance the overall sustainability of the University and for strategic intervention of a non-recurring nature.

The budget process is strategy-led whereby all departments are required to indicate their strategic goals, how these goals will ensure goal congruence with University-wide goals and what resources are required to achieve these goals. Once all these inputs are collated, a discussion between the budget owners and the finance budget team deals with detailed issues such as affordability of the budgeted requests and the priorities of the relevant division in order to reach the desired outcome. When the recurring income budget levels have been determined (ensuring sustainability) a budget proposal is made to the MEC for consideration. On recommendation by the MEC, the Finance Committee of Council will consider the suggested budget and recommend the final approval of the budget to the Council.

As the University moves forward on the implementation of its 2020 Strategic Plan, it is clear that additional income generated from the strong Statement of Financial Position will remain very important in supporting future strategic initiatives.

Financial control involves monthly reporting to appropriate line managers, approval for all expenses as required by the Delegation of Authority Policy and budget control as exercised by relevant accountants in the various faculties and departments.

The 2011 Annual Financial Statements were again prepared to comply with the IFRS. The results show an operating surplus (if only referring to budgeted activities) of R76 million (2010: R31 million) but the total surplus, ignoring the pension surplus adjustment, fair value adjustment and after taking investment income into account, amounts to R207 million (2009: R 233 million). The main reasons for this pleasing outcome was a better-than-expected state subsidy income, increased enrolments resulting in higher fee income, higher income from donations and significant savings on key costs lines. A campaign to increase cost consciousness and improve cost efficiency has yielded substantial savings in expenditure.

A key ratio for any higher education institution is remuneration and related expenses (including leave payments, PRMA and pension fund liability increases) to recurring income. This ratio is an indication of the operating risk of an institution. During 2011 the actual ratio was 58% (2010: 60%). Management is satisfied that this ratio is not too high but continuous efforts are made to reduce the ratio. The positive outcome for 2011 relates partly to staff turnover leading to some posts being vacant during the year. The major contributor for 2011 was, however, significant growth in recurring income. Reserves were positively impacted on by good investment management during the year. In total all investments consistently outperform the risk-adjusted benchmarks on all our investment portfolios. Reserves consist of individual research reserves, departmental and faculty reserves, general university reserves, the fair value adjustment on investments, the reserves of the University Trust and funds managed on behalf of external parties (mostly bursary funds).

The last major infrastructure project in order for UJ to achieve its final Campus Programme Profile involves the Doornfontein Consolidation Project (which includes additional facilities on the Auckland Park Kingsway Campus), an amount of at least R160 million has been specifically earmarked for capital expenditure related to this project. The University is also very aware of some significant backlog maintenance and the Finance Committee of Council has set aside R30 million for the Doornfontein Campus.

The University is also embarking on deepening its role in developing technology solutions for the country, continent and the world by improving engagements with industry and the broader community. In support of this, the Council has approved a project of R110 million which entails the building of workshops and entrepreneurial spaces close to the Auckland Park Kingsway Campus.

Further reserves will be encumbered once the University receives feedback from the Department of Higher Education and Training (DoHET) on UJ's allocation and counter funding required for further Infrastructure and Efficiency projects. Excluding the DoHET Infrastructure and Efficiency counter funding which may be required, more than R300 million of the reserves have been encumbered for 2012 and 2013.

UJ's financial position, as stated in the Statement of Financial Position, reflects the financial control measures implemented in 2011. The Executive is convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2012 and beyond.

Ms GH Coetzer

Chairperson: Council Finance Committee



AUDITED FINANCIAL STATEMENTS

UNIVERSITY OF JOHANNESBURG
and its subsidiaries

CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2011

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2011**

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**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL
for the year ended 31 December 2011**

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the financial statements of the University of Johannesburg and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the financial statements.

The financial statements presented on pages 7 to 72 of this Annual Report for 2011 have been prepared in accordance with International Financial Reporting Standards, and include amounts based on judgements and estimates made by management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the financial statements.

The going concern basis has been adopted in the preparation of the financial statements. The Council has no reason to believe that the University of Johannesburg and its subsidiaries is not a going concern in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the financial statements.

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

APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements on the following pages of the Annual Report were approved by the Council on 07 June 2012 and signed on its behalf by:



**R Marcus (Prof)
Chair of Council**



**IL Rensburg (Prof)
Vice-Chancellor and Principal**



**CJH Kruger
Acting Deputy Vice Chancellor: Finance**



INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

Introduction

We have audited the consolidated financial statements of the University of Johannesburg and its subsidiaries as set out on pages 7 to 67, which comprise the consolidated statement of financial position as at 31 December 2011, the consolidated statement of comprehensive income, statement of changes in equity and the statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

Council's responsibility for the consolidated financial statements

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

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with the Public Audit Act of South Africa, the *General Notice* issued in terms thereof and International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

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

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the University of Johannesburg and its subsidiaries as at 31 December 2011, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa.

PricewaterhouseCoopers Inc, 32 Ida Street, Menlo Park, P O Box 35296, Menlo Park 0102, South Africa
T: +27 (12) 429 0000, F: +27 (12) 429 0100, www.pwc.co.za

Executive: S P Kana (Chief Executive Officer) T P Blandin de Chalain D J Fölscher P J Mothibe S Subramoney F Tonelli
Resident Director in Charge: M S I Gani
The Company's principal place of business is at 2 Eglin Road, Sunninghill where a list of directors' names is available for inspection.
Reg. no. 1998/012055/21, VAT reg.no. 4950174682



Other matter

The supplementary information set out on pages 68 to 72 does not form part of the annual financial statements and is presented as additional information. We have not audited these schedules and accordingly we do not express an opinion thereon.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In accordance with the PAA and the *General Notice* issued in terms thereof, we report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

The Institutional Scorecard was received and audited.

We performed procedures to obtain evidence on the reliability of the information contained in the Institutional Scorecard of the annual report.

No significant matters were noted.

Compliance with laws and regulations

We performed procedures to obtain evidence that the University has complied with applicable laws and regulations regarding financial matters, financial management and other related matters.

We did not identify any instances of material non-compliance with specific matters in the Higher Education Act of South Africa.

Internal control

We considered internal control relevant to our audit of the financial statements and compliance with laws and regulations.

We did not identify any deficiencies in internal control that we considered sufficiently significant for inclusion in this report.

Leadership

No matters to report.

Financial and performance management

No matters to report.

Governance

No matters to report.

OTHER REPORTS

Investigations

No material matters to report.

Agreed-upon procedures engagements

Agreed-upon procedures on certificates were performed for grants, other funding and similar items.



Below is the list of Agreed-upon procedures performed:

Entity name / engagement	Purpose of the engagement	Period covered	Report
Water Research Commission	Agreeing of expenditure to supporting documentation.	1 April 2010 - 31 March 2011	No material exceptions noted.
Interest Redemption Claims	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 January 2011 - 30 June 2011	No material exceptions noted.
Interest Redemption Claims	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 April 2011 - 30 September 2011	No material exceptions noted.
Interest Redemption Claims	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 April 2011 - 30 September 2011	No material exceptions noted.
Innovation Fund	Agreeing payments and expenditure to supporting documentation.	1 April 2010 - 31 March 2011	No material exceptions noted.
Clininal Training	Agreeing payments and expenditure to supporting documentation.	1 January 2010 - 31 May 2011	No material exceptions noted.
Loans guaranteed by the state	Agreeing interest and capital amounts outstanding for loans received from the National Government	1 January 201 - 31 December 2011	No material exceptions noted.
National Research Foundation	Agreeing the deposits, expensed amounts and additional funding to supporting documentation	1 January 201 - 31 December 2011	No material exceptions noted.
DHET Infrastructure project	Agreeing payments and expenditure to supporting documentation.	1 April 2010 - 31 March 2011	No material exceptions noted.



Raucall school expense	Agreeing payments and expenditure to supporting documentation.	1 January 201 - 31 December 2011	No material exceptions noted.
Mintek	Agreeing payments and expenditure to supporting documentation.	1 April 2011 - 31 March 2012	No material exceptions noted.
Teaching Development Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2011 - 31 March 2012	No material exceptions noted.
Research Articles	Agreeing the existence of the articles and publications to authorised publications	1 January 201 - 31 December 2011	No material exceptions noted.
Technology Innovation Agency	Agreeing payments and expenditure to supporting documentation.	1 April 2011 - 31 March 2012	No material exceptions noted.

Donor funding

Agreed-upon procedures were performed for grants and other funding.

Special audit

No matters to report.

PricewaterhouseCoopers Inc

PricewaterhouseCoopers Inc
 Director: MSI Gani
 Registered auditor
 14 June 2012

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
at 31 December 2011**

	Notes	2011 R'000	2010 R'000
ASSETS			
Non-current assets		3 571 639	3 713 258
Property and equipment	3	1 298 358	1 471 377
Intangible assets	4	5 712	7 396
Investment in joint venture	5.2	9 141	9 141
Available-for-sale financial assets	6	2 204 763	2 180 331
Post-employment benefit assets	15	53 665	44 997
Non-current receivables		-	16
Current Assets		488 566	409 827
Inventories	7	4 247	3 665
Trade receivables and prepayments	8	124 902	71 672
Students for fees		102 466	30 508
Other receivables		22 436	41 164
Cash and cash equivalents	9	359 417	334 490
		4 060 205	4 123 085
EQUITY AND LIABILITIES			
EQUITY			
Retained earnings		774 087	420 359
Other Reserves		2 591 894	2 759 959
Total Equity		3 365 981	3 180 318
LIABILITIES			
Non current liabilities		306 177	599 778
Borrowings	10	41 439	45 573
Government Grant	12	81 000	391 000
Post-employment benefit obligations	15	183 738	163 205
Current liabilities		388 047	342 989
Trade payables, accruals and other liabilities	13	277 837	265 916
Student deposits received and income received in advance	11	108 436	75 723
Borrowings	10	1 774	1 350
Total Liabilities		694 224	942 767
		4 060 205	4 123 085

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2011**

	Notes	2011 R'000	2010 R'000
Revenue		2 256 938	1 945 526
State appropriations - subsidies and grants		1 146 386	1 016 126
Tuition and other fee income		1 030 450	875 305
For research		80 102	54 095
Other operating income	17	161 208	179 486
Operating income		2 418 146	2 125 012
Personnel costs	14	(1 341 309)	(1 243 286)
Depreciation	3	(59 930)	(43 345)
Amortisation	4	(3 462)	(4 157)
Bursaries		(155 152)	(132 245)
Other operating expenses	16	(824 539)	(752 611)
Operating surplus / (deficit)		33 754	(50 632)
Income from investments	18	166 632	282 706
Finance income	19	13 184	8 153
Finance costs	19	(5 774)	(6 306)
Surplus for the year		207 796	233 921
Other comprehensive income			
Fair value adjustments on available-for-sale financial assets	6	4 392	(12 823)
Actuarial gains and losses on defined benefit plans	15	(21 501)	(14 869)
Change in IAS 19.58(a) limit		(5 024)	10 050
Total comprehensive income for the year		185 663	216 279

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
for the year ended 31 December 2011**

	Notes	Retained earnings	Available- for-sale reserve	Other reserves	Total
		R '000	R '000	R '000	R '000
Balance as at 01 January 2011		420 359	229 734	2 530 225	3 180 318
Transfer		3 224	-	(3 224)	-
		423 583	229 734	2 527 001	3 180 318
Surplus for the year		207 796	-	-	207 796
Other comprehensive income		(26 525)	4 392		(22 133)
Fair value movement			68 632		
Fair value movement transfer on disposal of investments			(64 240)		
Transfers		169 233		(169 233)	-
Balance as at 31 December 2011		<u>774 087</u>	<u>234 126</u>	<u>2 357 768</u>	<u>3 365 981</u>
Balance as at 01 January 2010		598 174	242 556	2 123 308	2 964 038
Transfer		4 034	-	(4 034)	-
		602 208	242 556	2 119 274	2 964 038
Surplus for the year		233 921	-	-	233 921
Other comprehensive income		(4 819)	(12 823)		(17 642)
Fair value movement			147 282		
Fair value movement transfer on disposal of investments			(160 105)		
Transfers		(410 951)		410 951	-
Balance as at 31 December 2010		<u>420 359</u>	<u>229 734</u>	<u>2 530 225</u>	<u>3 180 318</u>

UNIVERSITY OF JOHANNESBURG
and its subsidiaries

CONSOLIDATED STATEMENT OF CASH FLOWS
for the year ended 31 December 2011

	Notes	2011 R'000	2010 R'000
Cash flows from operating activities			
Cash generated from / (utilised in) operations	21	123 142	63 314
Finance cost	19	(5 774)	(6 306)
Finance income	19	13 184	8 153
Net cash generated from operating activities		<u>130 552</u>	<u>65 161</u>
Cash flows from investing activities			
Purchases of property, plant and equipment	3	110 833	(440 312)
Proceeds from sale of property, plant and equipment	21	7 574	35 410
Purchases of intangible assets	4	(2 214)	(1 953)
Purchase of investments	6	(4 786 557)	(4 083 648)
Proceeds from sale of available-for-sale financial assets	6	4 776 042	4 064 015
Decrease in non-current receivables		16	(16)
Interest income	18	62 205	93 528
Dividends received	18	40 187	26 982
Net cash outflow from investing activities		<u>208 086</u>	<u>(305 994)</u>
Cash flow from financing activities			
Increase in government grant	12	(310 000)	51 000
Repayments of borrowings	10	(3 711)	(3 495)
Net cash inflow from financing activities		<u>(313 711)</u>	<u>47 505</u>
Net increase / (decrease) in cash and cash equivalents		24 927	(193 328)
Cash and cash equivalents at beginning of the year	9	334 490	527 818
Cash and cash equivalents at end of the year		<u>359 417</u>	<u>334 490</u>

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2011**

1 General information

The consolidated financial statements were authorised for issue by the Council on 07 June 2012.

The University of Johannesburg and its subsidiaries is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997) and is domiciled in South Africa.

2 Accounting policies

The principal accounting policies adopted by the University of Johannesburg and its subsidiaries are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated.

2.1 Basis of presentation

The consolidated financial statements of the University of Johannesburg and its subsidiaries have been prepared in accordance with International Financial Reporting Standards ("IFRS").

The financial statements are prepared on the historical cost convention as modified by the revaluation of available-for-sale financial assets.

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in note 24.

AC 504 "The Limit On A Defined Benefit Asset, Minimum Funding Requirements And Their Interaction In The South African Pension Fund Environment" has been adopted in connection with the accounting for defined benefit pension plans which impacts on the asset ceiling of the plans. As a result of the above, the accounting deficit or surplus may be quite different from the statutory deficit or surplus. AC 504 focuses on the accounting deficit or surplus since this amount forms part of the net defined benefit liability/asset calculated in terms of paragraph 54 of IAS 19, Employee Benefits. The impact of the adoption of AC 504 is set out in Note 24. In accordance with the requirements of IAS 1 (revised), a balance sheet and related notes at the beginning of the comparative period have therefore been presented.

2.1.1 Going concern

The University's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the University should be able to operate within its current financing.

Council has a reasonable expectation that the University has adequate resources to continue in operational existence for the foreseeable future. The University therefore continue to adopt the going concern basis in preparing its annual financial statements.

**UNIVERSITY OF JOHANNESBURG
and its subsidiaries**

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2011**

2.1.2 Changes in accounting policies and disclosures

- a) During the year, the following IFRS, amendments and interpretations of IFRS became effective:

Amendment to IAS 24 - Related party disclosures (effective 1 January 2011) - This amendment provides partial relief from the requirement for government related entities to disclose details of all transactions with the government and other government-related entities. It also clarifies and simplifies the definition of a related party.

Improvements to IFRSs (Issued May 2010) - This is a collection of amendments to IFRSs. These amendments are the result of conclusions the IASB reached on proposals made in its annual improvements project.

IFRS 7 Financial Instruments: Disclosures (effective 1 January 2011) - Clarification of disclosures

IAS 1 Presentation of Financial Statements (effective 1 January 2011) - Clarification of statement of changes in equity

IAS 27 Consolidated and Separate Financial Statements (effective 1 July 2010) - Transition requirements for amendments arising as a result of IAS 27 Consolidated and Separate Financial Statements

Amendments to IFRIC 14: Pre-payments of a Minimum Funding Requirement (effective 1 January 2011) - This amendment will have a limited impact as it applies only to companies that are required to make minimum funding contributions to a defined benefit pension plan. It removes an unintended consequence of IFRIC 14 related to voluntary pension prepayments when there is a minimum funding requirement.

IFRIC 19: Extinguishing Financial Liabilities with Equity Instruments (effective 1 July 2010) - This IFRIC clarifies the accounting when an entity renegotiates the terms of its debt with the result that the liability is extinguished through the debtor issuing its own equity instruments to the creditor. A gain or loss is recognised in the profit and loss account based on the fair value of the equity instruments compared to the carrying amount of the debt.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2011

- b) IFRS, amendments and interpretations to IFRS issued but not yet effective for the year ended 31 December 2011:

Amendment to IFRS 7 Financial Instruments: Disclosures – Transfer of financial assets (effective 1 July 2011) - The amendments are intended to address concerns raised during the financial crisis by the G20, among others, that financial statements did not allow users to understand the ongoing risks the entity faced due to derecognised receivables and other financial assets.

Amendment to IFRS 7 Financial Instruments: Disclosure (effective 1 January 2013) - The IASB has published an amendment to IFRS 7, 'Financial instruments: Disclosures', reflecting the joint requirements with the FASB to enhance current offsetting disclosures. These new disclosures are intended to facilitate comparison between those entities that prepare IFRS financial statements to those that prepare financial statements in accordance with US GAAP.

Amendments to IAS 1, 'Presentation of Financial Statements', on presentation of items of OCI (effective 1 July 2012) - The IASB has issued an amendment to IAS 1, 'Presentation of financial statements'. The amendment changes the disclosure of items presented in other comprehensive income (OCI) in the statement of comprehensive income. The IASB originally proposed that all entities should present profit or loss and OCI together in a single statement of comprehensive income. The proposal has been withdrawn and IAS 1 will still permit profit or loss and OCI to be presented in either a single statement or in two consecutive statements. The amendment does not address which items should be presented in OCI and the option to present items of OCI either before tax or net of tax has been retained.

Amendments to IAS 19, "Employee benefits" (effective 1 January 2013) - The IASB has issued an amendment to IAS 19, 'Employee benefits', which makes significant changes to the recognition and measurement of defined benefit pension expense and termination benefits, and to the disclosures for all employee benefits.

"IFRS 9 – Financial Instruments (2009) (effective 1 January 2013) - This IFRS is part of the IASB's project to replace IAS 39. IFRS 9 addresses classification and measurement of financial assets and replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortised cost and fair value. The IASB has updated IFRS 9, 'Financial instruments' to include guidance on financial liabilities and derecognition of financial instruments. The accounting and presentation for financial liabilities and for derecognising financial instruments has been relocated from IAS 39, 'Financial instruments: Recognition and measurement', without change, except for financial liabilities that are designated at fair value through profit or loss."

Amendments to IFRS 9 – Financial Instruments (2011) (effective 1 January 2015) - The IASB has published an amendment to IFRS 9, 'Financial instruments', that delays the effective date to annual periods beginning on or after 1 January 2015. The original effective date was for annual periods beginning on or after from 1 January 2013. This amendment is a result of the board extending its timeline for completing the remaining phases of its project to replace IAS 39 (for example, impairment and hedge accounting) beyond June 2011, as well as the delay in the insurance project. The amendment confirms the importance of allowing entities to apply the requirements of all the phases of the project to replace IAS 39 at the same time. The requirement to restate comparatives and the disclosures required on transition have also been modified

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IFRS 10 – Consolidated financial statements (effective 1 January 2013) - This standard builds on existing principles by identifying the concept of control as the determining factor in whether an entity should be included within the consolidated financial statements. The standard provides additional guidance to assist in determining control where this is difficult to assess. This new standard might impact the entities that a group consolidates as its subsidiaries.

IFRS 11 – Joint arrangements (effective 1 January 2013) - This standard provides for a more realistic reflection of joint arrangements by focusing on the rights and obligations of the arrangement, rather than its legal form. There are two types of joint arrangements: joint operations and joint ventures. Joint operations arise where a joint operator has rights to the assets and obligations relating to the arrangement and hence accounts for its interest in assets, liabilities, revenue and expenses. Joint ventures arise where the joint operator has rights to the net assets of the arrangement and hence equity accounts for its interest. Proportional consolidation of joint ventures is no longer allowed.

IFRS 12 – Disclosures of interests in other entities (effective 1 January 2013) - This standard includes the disclosure requirements for all forms of interests in other entities, including joint arrangements, associates, special purpose vehicles and other off balance sheet vehicles.

IFRS 13 – Fair value measurement (effective 1 January 2013) - This standard aims to improve consistency and reduce complexity by providing a precise definition of fair value and a single source of fair value measurement and disclosure requirements for use across IFRSs. The requirements, which are largely aligned between IFRSs and US GAAP, do not extend the use of fair value accounting but provide guidance on how it should be applied where its use is already required or permitted by other standards within IFRSs or US GAAP.

IAS 27 (revised 2011) – Separate financial statements (effective 1 January 2013) - This standard includes the provisions on separate financial statements that are left after the control provisions of IAS 27 have been included in the new IFRS 10.

IAS 28 (revised 2011) – Associates and joint ventures (effective 1 January 2013) - This standard includes the requirements for joint ventures, as well as associates, to be equity accounted following the issue of IFRS 11.

Amendments to IAS 32 – Financial Instruments: Presentation (effective 1 January 2014) - The IASB has issued amendments to the application guidance in IAS 32, 'Financial instruments: Presentation', that clarify some of the requirements for offsetting financial assets and financial liabilities on the balance sheet. However, the clarified offsetting requirements for amounts presented in the statement of financial position continue to be different from US GAAP.

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2.2 Consolidation

2.2.1 Subsidiaries

Subsidiary entities are all entities over which the University has the power, directly or indirectly, to exercise control. Control is the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. All subsidiaries are consolidated. Subsidiaries are consolidated with effect from the date on which effective control is transferred to the University and are no longer consolidated with effect from the date that control ceases.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the University. The cost of an acquisition is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the acquisition. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date, irrespective of the extent of any minority interest. The excess of the cost of acquisition over the fair value of the University's share of the identifiable net assets acquired is recorded as goodwill. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the statement of comprehensive income.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the University.

2.2.2 Associates

Associates are all entities over which the University has significant influence but not control generally accompanying a shareholding of between 20% and 50%. Investments in associates are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in associates includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its associates' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment.

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2.2.2 Associates (Continue)

When the University's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

Unrealised gains on transactions between the University and its associates are eliminated to the extent of the University's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the University.

2.2.3 Joint Ventures

Joint Ventures are all entities over which the University has significant influence but not control. Investments in joint ventures are accounted for using the equity method of accounting and are initially recognised at cost. The University's investment in joint ventures includes goodwill identified on acquisition (if any), net of any accumulated impairment loss.

The University's share of its joint ventures' post-acquisition profits or losses is recognised in the statement of comprehensive income, and its share of post-acquisition movements in reserves is recognised in reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the University's share of losses in a joint venture equals or exceeds its interest in the joint venture, including any other unsecured receivables, the University does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture.

Unrealised gains on transactions between the University and its joint ventures are eliminated to the extent of the University's interest in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures have been changed where necessary to ensure consistency with the policies adopted by the University.

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2.3 Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
 - Restricted funds
 - Unrestricted funds
 - Designated/Committed funds
 - Undesignated funds

2.3.1 Utilised funds

These are funds utilised for acquisitions of property, plant and equipment.

2.3.2 Available funds

Available funds are divided into two categories:

- Available funds, restricted use

These funds comprise income received, the use of which is legally beyond the control of the Council. These funds are accounted for under the following headings:

- National Research Foundation and similar funds – restricted use
- Endowment funds – restricted use
- Bursaries and scholarship funds – restricted use
- Residences funds
- Funds attributable to fair value adjustments

- Available funds, unrestricted use

This grouping comprises income and funds that fall under the absolute discretion or control of the Council. Unrestricted use funds are divided into two categories:

a) Designated-use funds

These are funds designated by the Council for identified purposes. Until such designated amounts are used for the identified purpose, they are disclosed but identified separately as part of “unrestricted funds”. Under the grouping “Designated-use funds” a further category is used, namely “Committed funds”, this involves funds for projects and initiatives approved by the Council. Designated-use funds are accounted for under the following headings:

- Designated funds
 - Personal research funds
 - Departmental reserve funds
 - Departmental bursaries funds
 - Division reserve funds
 - Bursaries and scholarships
 - Maintenance of property, plant and equipment
 - Replacement of plant and equipment
 - Acquisition of library and art collections

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2.3 Fund allocation (continued)

2.3.2 Available funds (continued)

a) Designated-use funds (continued)

- Committed funds
 - Capital projects
 - Future pension fund shortfalls

b) Undesignated-use funds

These comprise funds arising from income or surpluses that are available to the Council in its unfettered and absolute control over allocations to fund the activities of the institution.

2.4 Foreign currency translation

a) Functional and presentation currency

Items included in the financial statements of each of the University's entities are measured using the currency of the primary economic environment in which the University operates ("the functional currency"). The consolidated financial statements are presented in South African Rand ('R') which is both the University's functional and presentation currency.

b) Transaction and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are re-measured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

All foreign exchange gains and losses are presented in the statement of comprehensive income within 'other operating expenses'.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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2.5 Property and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment obtained in terms of a donation or bequest are shown at fair value less accumulated depreciation and any accumulated impairment losses.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised.

Library purchases are written off in the year of acquisition.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line basis to write down the cost less residual value of each asset over its estimated useful life, as follows:

Buildings	80 to 100 years
Lifts	40 years
Air conditioners and air-conditioner plants	15 years
Gas boilers	15 years
Electric generators	15 years
Furniture and equipment	10 years
Computer equipment	5 years
Vehicles	8 years
Network and mainframe computer equipment	4 years

Material improvements to buildings, plant and equipment are capitalised while maintenance and repair work is charged to the statement of comprehensive income in the financial period in which they are incurred.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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2.5 Property and equipment (continued)

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in operating profit.

2.6 Intangible assets

a) Artwork

Acquired artwork is capitalised on the basis of the costs incurred to acquire and bring the specific artwork into use. It is subsequently measured at historical cost less accumulated impairment losses. Artwork acquired by way of a donation is measured at a nominal value plus any costs incurred to bring the specific artwork into use. Artwork has an indefinite useful life and is tested annually for impairment.

b) Computer software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring the specific software to use. These costs are amortised over their estimated useful lives of three years.

2.7 Impairment of non-financial assets

Assets that have an indefinite useful life, for example artwork, are not subject to amortisation and depreciation and are tested annually for impairment. Assets that are subject to amortisation and depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less cost to sell, and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
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2.8 Financial assets

2.8.1 Classification

The University classifies its financial assets in the following categories: loans and receivables and available-for-sale financial assets. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

a) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. The University's loans and receivables comprise 'receivables' (excluding prepayments) and 'cash and cash equivalents' in the statement of financial position.

b) Available-for-sale financial assets

Available-for-sale financial assets are non-derivatives that are not classified in any of the other categories. They are included in non-current assets unless the University intends to dispose of the investment within 12 months of the reporting date.

The investment of the University's funds is carried out by mandated external investment managers. The funds are managed in five separate portfolios, namely three balanced portfolios and two interest portfolios, with long-term growth as the main objective.

2.8.2 Recognition and measurement

Regular purchases and sales of financial assets are recognised on the trade date, which is the date that the University commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs. Available-for-sale financial assets are subsequently carried at fair value. Gains and losses arising from changes in the fair value of securities classified as available-for-sale are recognised in the available-for-sale reserve in equity. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the University has transferred substantially all risks and rewards of ownership.

The fair value of investments is based on quoted bid prices. When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are included in the statement of comprehensive income within 'income from investments'.

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

When securities classified as available-for-sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the statement of comprehensive income as 'income from investments'.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income. Dividends on available-for-sale equity instruments are recognised in the statement of comprehensive income as part of other income when the University's right to receive payments is established.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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2.8.3 Impairment of financial assets

(a) Assets carried at amortised cost

The University first assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Significant financial difficulties or a breach of contract (such as default or delinquency in interest or principal payments) of the debtor are considered indicators that the trade receivable may be impaired.

The amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income. When a trade receivable is uncollectible, it is written off against the provision of impairment.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the reversal of the previously recognised impairment loss is recognised in the consolidated statement of comprehensive income.

(b) Assets classified as available-for-sale

The University assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity investments classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is evidence that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the separate consolidated statement of comprehensive income. Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

The management of the University considers a reduction of 10% of the value of the investment over a period of two years to be a significant or prolonged decline in value. In these instances, the University will write down the cost of the available-for-sale financial assets to the reduced value.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
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2.8.4 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

2.9 Inventories

Inventories are shown at the lower of cost and net realisable value. The cost price is determined on the first-in-first-out basis. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling costs. Inventories comprise consumables and study materials.

2.10 Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks and investments in money market instruments, net of bank overdrafts. In the statement of financial position, bank overdrafts are included in borrowings under current liabilities.

Cash equivalents are short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to insignificant changes in value.

2.11 Trade payables, accruals and other payables

Trade payable are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.12 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
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2.13 Pension obligations

The University operates various pension schemes. The schemes are generally funded through payments to trustee-administered funds, determined by periodic actuarial calculations. The University has both defined benefit and defined contribution plans.

The University contributes towards the following retirement funds:

- The University of Johannesburg Pension Fund, which is a combined defined benefit and defined contribution plan;
- The University of Johannesburg Pension Fund, which is a defined contribution plan; and
- The University of Johannesburg Provident Fund, which is a defined contribution plan.

A defined contribution plan is a pension plan under which the University makes fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans normally define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The retirement funds are managed by Boards of Trustees and are registered in terms of the provisions of the Pension Funds Act.

The University also contributes to risk benefits e.g. funeral, group and disability plan.

These plans cover most of the University's employees. Foreign staff does not belong to any of these funds.

Current service costs, interest costs and expected return on plan assets (to the extent that the plan is funded) is recognised in the statement of comprehensive income, within 'personnel' costs.

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined using interest rates of government securities that have terms to maturity approximating the terms of the related liability.

In determining whether the University has access to a surplus on the plans the plan rules are considered. Where the plan rules are silent on the allocation of surpluses or the allocation is under the control of the trustees only the amounts allocated to the employee surplus account plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus. Where a surplus in the fund is automatically allocated to the University or a fixed portion of a surplus is automatically allocated to the University the full accounting surplus plus the present value of the difference in each year between the estimated service cost and the contribution rate recommended by the actuary/valuator is recognised as a surplus.

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2.13 Pension obligations (continued)

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

The liability of the University in respect of the defined contribution portion of the Pension Funds and the Provident Fund is limited to the monthly contributions that the University pays on behalf of its members in terms of their service contracts.

The assets of the various Funds are held independently of the University's assets in separate trustee-administered Funds.

2.14 Post-retirement medical benefits

The University settled its obligation to provide medical benefits to certain employees after retirement by a single deposit into the pension fund on behalf of the employees involved and has no further obligation. These employees were from the ex-RAU.

The University provides post-retirement medical aid benefits to certain qualifying employees from the former Technikon Witwatersrand and Vista University. Provision is made for the unfunded future medical aid contributions of employees and pensioners. Current service costs are charged to the statement of comprehensive income. The current service cost is determined by independent actuaries on an annual basis taking into account the University's funding of the post-employment benefits.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. Certain employees from the ex-TWR and ex-Vista are eligible for post-retirement medical benefits. These employees were appointed before certain dates and they are eligible for these benefits in terms of their employment contracts. These conditions were transferred to the University of Johannesburg and its subsidiaries at the time of the merger.

2.15 Revenue recognition

Revenue mainly comprises the fair value of the consideration received or receivable for the rendering of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax, rebates and discounts and after eliminating internal income within the group.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved.

**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
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2.15 Revenue recognition (continued)

2.15.1 Tuition and other fee income

Tuition fees are recognised in the period to which they relate and at the time that they are formally billed. The revenue is recognised as realisable and, to the extent that it is not, provision is realistically made for the estimated unrealisable amount. Deposits and overpayments provided by prospective students are treated as current liabilities until the amount is billed as due.

2.15.2 State appropriations – subsidies and grants

State subsidies and grants for general purposes are recognised as revenue in the financial year to which the subsidy relates. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability.

2.15.3 Research income

Revenue is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and thereafter are held in a reserve fund until the financial period in which the funds may be used.

2.15.4 Donations

Donations are recognised on receipt. Donations in kind are recognised at the fair value thereof. Donations are included in 'other operating income' in the statement of comprehensive income.

2.15.5 Other income

Occasional sales and services are recognised in the period in which they accrue. Income from such sales and services are included in 'other operating income' in the statement of comprehensive income.

2.15.6 Dividends and interest receivable

Dividends are recognised when the right to receive payment is established. Interest income is recognised in profit on a time proportion basis using the effective interest rate method.

2.15.7 Income received for designated purposes

Income received for designated purposes may arise from contracts, grants, donations and income on specifically purposed endowments. In all cases, any such revenue or other operating income is recognised in the financial period in which the University becomes entitled to the use of those funds. Funds in the possession of the University that it cannot use until some specified future period or occurrence are recognised upon receipt and are thereafter held in a reserve fund until the financial period in which the funds may be used.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 31 December 2011

2.15.7 Income received for designated purposes (continue)

2.15.7.1 Grants with specific conditions

Grants with specific condition relation to either the expense it aims to compensate, period in which it needs to be spend, conditions to repay when certain conditions are not fulfilled, etc

Private gifts, grants and donations are recognised as income at the fair value of the consideration received or receivable in the period to which they relate. Any such income is recognised as income in the financial period when the University is entitled to use those funds. Therefore, funds that will not be used until some specified future period or occurrence, are deferred to deferred income and released to the income statement as the University becomes entitled to the funds.

Grants received to compensate for expenses to be incurred are often prescriptive in nature and therefore it is recognised over a certain period under the terms of the grant. Prescriptive grant income is recognised with reference to the stage of completion at the reporting date. If the stage of completion cannot be measured reliably, the recognition of this income is limited to the expenses incurred. The balance is recognised as deferred income in the statement of financial position.

2.15.7.2 Grants with no specific conditions

Grants with no specific condition relation to either the expense it aims to compensate, period in which it needs to be spend, conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition relation to either the expense it aims to compensate, period in which it needs to be spend, conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain type of expenditure (e.g. bursaries, research (whether in general or within certain areas)) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the University becomes entitled to it.

Any unspent portion of such grant, at the end of the financial year, are transferred on the statement of change in funds to Restricted Funds (separately from unrestricted funds / council controlled funds). When expenditure are incurred in following years, a transfer from these Restricted Funds is made to unrestricted funds / council controlled funds.

2.15.8 Rental income

Where the University retains the significant risks and benefits of ownership of an item under a lease agreement, it is classified as an operating lease. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of comprehensive income over the period of the lease.

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2.16 Accounting for leases

2.16.1 Operating lease

Leases of assets in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Instalments (net of incentives received from the lessor) in terms of operating leases are charged to income on a straight-line basis over the duration of the relevant lease.

2.16.2 Finance lease

Leases of property, plant and equipment in respect of which the University assumes the benefits and risks of ownership are classified as finance leases. Finance leases are capitalised at the estimated fair value of the leased assets, or if lower, at the present value of the underlying lease payments. At the lease commencement, each lease payment is allocated to the liability and finance charges so as to achieve a constant rate on the outstanding finance balance. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance charge is charged to the statement of comprehensive income over the lease period. The property, plant and equipment acquired under finance leasing contracts are depreciated over the shorter of the useful life of the asset and the lease term.

2.16.3 Government grants

Grants from the government are recognised at their value where there is a reasonable assurance that the grant will be received and the University will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the cost of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.17 Derivative financial instruments

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recorded in the statement of comprehensive income.

2.18 Provisions

Provisions for legal claims are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

2.19 Tax

The University is exempt from tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from tax and are liable for normal South African Income Tax.

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3 Property and equipment

	Vehicles	Network & Mainframes	Computer Hardware	Furniture & Fittings	Land & Buildings	Building Equipment	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2011							
Cost as at 1 January 2011	17 482	17 766	27 762	167 656	1 483 722	56 891	1 771 279
Additions during the year	4 761	5 375	4 355	31 719	139 616	3 341	189 167
Adjustment					(300 000)		(300 000)
Reclassifications	-	-	-	(16)	-	16	-
Disposals during the year	(1 226)	(437)	(2 147)	(3 609)	-	-	(7 419)
Cost as at 31 December 2011	<u>21 017</u>	<u>22 704</u>	<u>29 970</u>	<u>195 750</u>	<u>1 323 338</u>	<u>60 248</u>	<u>1 653 027</u>
Accumulated depreciation							
Accumulated depreciation as at 1 January 2011	(10 157)	(10 162)	(11 779)	(55 575)	(206 621)	(5 608)	(299 902)
Current year depreciation	(1 627)	(4 376)	(5 699)	(18 744)	(22 856)	(6 628)	(59 930)
Depreciation on disposal made during the year	-	-	-	-	-	-	-
Depreciation on reclassifications	1 156	391	2 066	1 550	-	-	5 163
Accumulated depreciation as at 31 December 2011	<u>(10 628)</u>	<u>(14 147)</u>	<u>(15 412)</u>	<u>(72 769)</u>	<u>(229 477)</u>	<u>(12 236)</u>	<u>(354 669)</u>
Net carrying amount							
Cost as at 31 December 2011	21 017	22 704	29 970	195 750	1 323 338	60 248	1 653 027
Accumulated depreciation as at 31 December 2011	(10 628)	(14 147)	(15 412)	(72 769)	(229 477)	(12 236)	(354 669)
Net carrying amount as at 31 December 2011	<u>10 389</u>	<u>8 557</u>	<u>14 558</u>	<u>122 981</u>	<u>1 093 861</u>	<u>48 012</u>	<u>1 298 358</u>

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3 Property and equipment (continued)

	Vehicles	Network & Mainframes	Computer Hardware	Furniture & Fittings	Land & Buildings	Building Equipment	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
2010							
Cost as at 1 January 2010	14 493	25 669	31 471	161 339	1 103 912	49 510	1 386 394
Additions during the year	3 110	3 557	5 231	37 342	382 931	8 141	440 312
Reclassifications	-	(885)	615	236	-	-	(34)
Disposals during the year	(121)	(10 575)	(9 555)	(13 304)	(3 121)	(18 717)	(55 393)
Cost as at 31 December 2010	<u>17 482</u>	<u>17 766</u>	<u>27 762</u>	<u>185 613</u>	<u>1 483 722</u>	<u>38 934</u>	<u>1 771 279</u>
Accumulated depreciation	(8 855)	(16 907)	(16 021)	(51 937)	(197 851)	(12 897)	(304 468)
Accumulated depreciation as at 1 January 2010	(1 325)	(4 095)	(5 038)	(16 805)	(9 669)	(6 413)	(43 345)
Current year depreciation	-	265	(244)	(21)	-	-	-
Depreciation on disposal made during the year	23	10 575	9 524	13 188	899	13 702	47 911
Depreciation on reclassifications	-	-	-	-	-	-	-
Accumulated depreciation as at 31 December 2010	<u>(10 157)</u>	<u>(10 162)</u>	<u>(11 779)</u>	<u>(55 575)</u>	<u>(206 621)</u>	<u>(5 608)</u>	<u>(299 902)</u>
Net carrying amount							
Cost as at 31 December 2010	17 482	17 766	27 762	185 613	1 483 722	38 934	1 771 279
Accumulated depreciation as at 31 December 2010	(10 157)	(10 162)	(11 779)	(55 575)	(206 621)	(5 608)	(299 902)
Net carrying amount as at 31 December 2010	<u>7 325</u>	<u>7 604</u>	<u>15 983</u>	<u>130 038</u>	<u>1 277 101</u>	<u>33 326</u>	<u>1 471 377</u>

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4 Intangible assets

	Artwork	Computer	Total	Artwork	Computer	Total
	2011	Software	2011	2010	Software	2010
	R'000	2011	R'000	R'000	2010	R'000
		R'000			R'000	
Year ended 31 December						
Cost						
Opening cost	1 583	29 547	31 130	1 562	33 166	34 728
Additions	-	2 214	2 214	55	1 898	1 953
Disposal		-	-	(34)	(5 517)	(5 551)
Write-off	(436)	-	(436)			
Total cost	1 147	31 761	32 908	1 583	29 547	31 130
Amortisation						
Opening balance	-	(23 734)	(23 734)	-	(25 094)	(25 094)
Amortisation charge for the year	-	(3 462)	(3 462)	-	(4 157)	(4 157)
Amortisation on disposals	-	-	-	-	5 517	5 517
Total accumulated amortisation	-	(27 196)	(27 196)	-	(23 734)	(23 734)
Net carrying amount						
Cost as at 31 December	1 147	31 761	32 908	1 583	29 547	31 130
Accumulated depreciation as at 31 December	-	(27 196)	(27 196)	-	(23 734)	(23 734)
Net carrying amount as at 31 December	1 147	4 565	5 712	1 583	5 813	7 396

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5 Associates and joint ventures

5.1 Investment in associate

The investment in associate includes the University's 5% interest held in Qualification Verification Services (QVS) (formerly the South African Qualifications Authentication Authority (SAQAA)), an unlisted company incorporated in the Republic of South Africa. The investment is denominated in South African Rand (R).

The University's share of the results of the associate and its aggregate assets and liabilities is as follows:

	2011	2010
	R'000	R'000
Assets	66	93
Liabilities	161	139
Revenue	13	3
Loss for the year	(49)	(46)

The value of the University's investment in the QVS as at 31 December 2011 is Rnil. This is due to the fact that the University was awarded shares in QVS for no consideration. A purchase price allocation carried out in the prior year did not give rise to any fair values above the net asset value which was close to zero, nor does the University participate in the loss for the current year as reported by QVS.

5.2 Investment in joint venture

The investment in joint venture includes the University's 55% interest held in Photovoltaic Intellectual Property (Pty) Ltd (PTIP), an unlisted company incorporated in the Republic of South Africa. The investment is denominated in South African Rand (R).

	2011	2010
	R'000	R'000
Cost of investment – 1 January	9 141	9 141
Plus: share of associate's post tax income	-	-
Less: dividend distributions received	-	-
Plus/(minus) share of items recognised in other comprehensive income	-	-
Cost of investment – 31 December	<u>9 141</u>	<u>9 141</u>

The University's share of the results of the joint venture and its aggregate assets and liabilities is as follows:

Assets	13 185	24 406
Liabilities	13 115	26 192
Revenue	-	1 273
Loss for the year	(2 139)	2 092

The value of the University's investment in PTIP as at 31 December 2011 is R7 002 (2010 : 7 990). A purchase price allocation carried out in the prior year did not give rise to any fair values above the net asset value which was close to zero.

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6 Available-for-sale financial assets

	Cost	Market Value	Cost	Market Value
	2011	2011	2010	2010
	R'000	R'000	R'000	R'000
Opening balance 1 January	1 951 179	2 180 331	1 818 929	2 061 490
Cost of additions during the year	4 786 556	4 794 759	4 083 649	4 083 063
Disposals during the year	(4 770 057)	(4 774 719)	(3 951 399)	(3 951 399)
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(64 240)	-	(160 105)
Increase / (decrease) in market value recognised in other comprehensive income	-	68 632	-	147 282
	1 967 678	2 204 763	1 951 179	2 180 331

There was no impairment of available-for-sale financial assets in 2011 and 2010.

Available-for-sale financial assets include the following:

Government bonds and stocks	219 078	224 988	159 794	159 584
Listed - stocks and debentures	213 599	222 460	208 551	220 563
Listed - shares	1 124 355	1 332 974	1 109 610	1 329 968
Fixed deposits	82 322	87 673	130 315	127 164
Unlisted - shares	2 073	2 073	1 130	1 130
Other deposits	270 988	279 332	291 471	291 614
Other loans	27 176	27 176	23 353	23 353
Endowment policies	28 087	28 087	26 955	26 955
	1 967 678	2 204 763	1 951 179	2 180 331

A register of the investments can be obtained from the University. The fair value of the investments is based on the closing market values and other appropriate valuation methodologies, including discounted cash flow analysis, as at 31 December 2011. The valuations are performed by independent fund managers who manage the University's investments under agreed mandates.

The available-for-sale financial assets are denominated in South African Rand (R).

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as available-for-sale. None of these financial assets is either past due or impaired.

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7 Inventories

	2011 R'000	2010 R'000
Consumables at cost	4 247	3 665
	4 247	3 665

The cost of inventories recognised as expense and included in 'other operating expenses' amounted to 21 102 (2010: 21 223).

8 Receivables and prepayments

	2011 R'000	2010 R'000
Student receivables	191 030	112 208
Less: Provision for impairment	(88 564)	(81 700)
Student receivables - net carrying amount	102 466	30 508
Other receivables	22 436	41 164
Advances and pre-payments	9 112	8 487
Deposits	-	321
Staff loans	10	15
Staff receivables and advances	-	246
Value Added Tax	396	-
Other receivables - net carrying amount	6 578	25 543
Other receivables	9 867	27 744
Less: Provision for impairment	(3 289)	(2 201)
Interest and dividends receivable	6 340	6 552
	124 902	71 672

The fair value of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rand (R).

The University does not hold any collateral as security.

Refer to note 22.2 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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8 Receivables and prepayments (continued)

Student receivables:

As of 31 December 2011, student receivables of R0 (2010: R0) were fully performing.

As of 31 December 2011, student receivables of R 102 466 (2010: R30 508) were past due but not impaired. These relate to student for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also falls in this category.

	2011 R'000	2010 R'000
The ageing of these receivables is as follows:		
Students enrolled in current year	102 466	30 508
Students enrolled in prior years	-	-
	<u>102 466</u>	<u>30 508</u>

As of 31 December 2011, student receivables of R 88 564 (2010: R81 700) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It was assessed that a portion of the student receivables is expected to be recovered.

The ageing of this provision is as follows:

Students enrolled in current year	46 545	51 558
Students enrolled in prior year	27 036	18 020
Students enrolled more than two years ago	14 983	12 122
	<u>88 564</u>	<u>81 700</u>

Movements on the provision for impairment of student receivables are as follows:

At 1 January	81 700	58 803
Provision for impairment	43 610	32 776
Receivables written off during the year as uncollectible	(36 746)	(9 879)
Unused amounts reversed		
At 31 December	<u>88 564</u>	<u>81 700</u>

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.

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8 Receivables and prepayments (continued)

Other trade receivables:

As of 31 December 2011, other trade receivables of R6,578 (2010: R25 543) were fully performing.

As of 31 December 2011, other trade receivables of R0 (2010: R0) were past due but not impaired. These relate to a number of companies or institutions for whom there is no recent history of default.

The ageing of these receivables is as follows:

Up to 3 months	9 867	27 744
3 to 6 months	9 867	27 744
	<u>9 867</u>	<u>27 744</u>

As of 31 December 2011, other trade receivables of R3 289 (2010: R2 201) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

The ageing of these provision is as follows:

3 to 6 months	2 621	1 157
Over 6 months	668	1 044
	<u>3 289</u>	<u>2 201</u>

Movements on the provision for impairment of other trade receivables are as follows:

At 1 January	2 201	1 350
Provision for impairment	1 283	1 101
Receivables written off during the year as uncollectible	(195)	(250)
At 31 December	<u>3 289</u>	<u>2 201</u>

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.

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9 Cash and cash equivalents

	2011 R'000	2010 R'000
Call deposits, cash in the bank and cash on hand	73 260	81 847
Short term deposits	286 157	252 643
	<u>359 417</u>	<u>334 490</u>

The fair value of cash and cash equivalents approximate its carrying amount. The carrying amount of the University's cash and cash equivalents is denominated in South African Rand (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents (excluding bank overdrafts). Management of credit risk is discussed in note 22.

The following cessions in favour of ABSA Bank are in place:

ABSA fixed deposit	110	110
ABSA fixed deposit	1,250	1,250
Erf 3, Uitsaaisentrum, IR Gauteng	5,000	5,000
Portion 684, Doornfontein, IR Transvaal	2,000	2,000
Erf 636, Doornfontein, IR Transvaal	2,000	2,000
Erf 119-121, 123-126 and 61-66, Doornfontein, IR Transvaal	2,280	2,280

10 Borrowings

Long-term borrowings	43 213	46 923
Current portion transferred to current liabilities	(1 774)	(1 350)
	<u>41 439</u>	<u>45 573</u>

a) <i>Government loans secured by increment guarantees</i>	5 009	5 293
Interest is charged at fixed rates for each loan that range between 8% and 14% per annum. These loans are repayable in annual payments of R879 514 over periods that range from 11 to 19 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.		
b) <i>Loans secured by Government guarantees</i>	7 210	9 985
Interest is charged at fixed rates for each loan that range between 7.5% and 17.5% per annum. These loans are repayable over periods that range from 20 to 40 years. The annual interest and redemption payments are subsidised by the government at a rate of 85%.		
c) <i>Other secured loans</i>	30 994	31 645
Interest is charged at rates that vary between 8.5% and 15% per annum and are linked to the prime interest rate. These loans are repayable over periods that range from 2 to 15 years. Loans are secured by mortgage bonds over land and buildings (note 5).		
	<u>43 213</u>	<u>46 923</u>

The register of securities details can be obtained at the University's registered office.

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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10 **Borrowings** (continued)

The exposure of the University's borrowings to interest rate changes and the contractual repricing dates at the reporting dates are as follows:

	2011 R'000	2010 R'000
Up to 1 year	1 774	1 350
Between 1 and 2 years	2 954	1 054
Between 2 and 5 years	17 697	1 583
After 5 years	20 788	42 936
	<u>43 213</u>	<u>46 923</u>
Less: current portion	<u>(1 774)</u>	<u>(1 350)</u>
	<u>41 439</u>	<u>45 573</u>

The fair value is determined using a discounted cash flow analysis based on market observable inputs. The majority of the loans carry variable interest rates which are considered to be market related.

The carrying amounts of short-term borrowings approximate their fair values as the impact of discounting is not significant. The University has no undrawn borrowing facilities.

The carrying amounts of the University's borrowings are denominated in South African Rand (R).

11 **Students deposits received and income received in advance**

At 1 January	75 723	65 418
Deferred during year	37 087	10 305
Credited to income statement	<u>(4 374)</u>	<u>-</u>
At 31 December	<u>108 436</u>	<u>75 723</u>

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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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12 Government grant

The Minister of Higher Education has approved student enrolment plans for all higher education institutions for the period up to 2010. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

	2011 R'000	2010 R'000
Opening balance as at 1 January	391 000	340 000
Grant received during the year for Doornfontein Campus	-	51 000
Grant utilised to reduce the cost of Soweto development	(300 000)	-
Grant utilised for operating expenses	(10 000)	-
	<u>81 000</u>	<u>391 000</u>

13 Trade payables, accruals and other liabilities

Trade payables	157 147	124 765
Accruals	31 682	55 034
Leave pay accrual	66 581	64 366
Bonus accrual	22 427	21 198
Value Added Tax	-	553
	<u>277 837</u>	<u>265 916</u>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

14 Personnel costs

Academic Professional	665 249	599 906
Other Personnel	579 897	529 556
Other post retirement	28 390	28 228
Pension cost - defined contribution	82 030	73 717
Pension cost - defined benefit	11 914	11 879
Pension cost - defined benefit surplus	(26 171)	-
	<u>1 341 309</u>	<u>1 243 286</u>

Average number of persons in service at the University of Johannesburg and its subsidiaries during the year:

- Full time	2 928	2 892
- Part time	3 035	2 249

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15 Post-employment benefits

	2011 R'000	2010 R'000
Post-retirement medical benefits (note 15.1)	183 738	155 348
NTRF pension fund obligation (note 15.2.1)	-	7 857
	<u>183 738</u>	<u>163 205</u>
UJ pension fund surplus (Note 15.2.2)	53 665	44 997

15.1 Post-retirement medical benefits

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement of these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2011.

	2011 R'000	2010 R'000
Present value of the obligation	<u>183 738</u>	<u>155 348</u>
	<u>183 738</u>	<u>155 348</u>

Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	155 348	140 309
Current service cost	4 657	4 476
Interest cost	12 946	12 738
Benefit paid	(5 687)	(5 208)
Net actuarial loss recognised in other comprehensive income	16 474	3 033
Present value of obligation: end of year	<u>183 738</u>	<u>155 348</u>

Reconciliation of amounts recognised in the statement of comprehensive income:

Current service cost	4 657	4 476
Interest cost	12 946	12 738
Annual expense	<u>17 603</u>	<u>17 214</u>

Active members (in service)	380	411
Continuation members	240	233
	<u>620</u>	<u>644</u>

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In the estimating the unfunded liability for post-employment medical care, the following assumptions are made:

Effective date of assumptions	31 Dec 2011	31 Dec 2010
Post retirement plan		
Discount rate	8.25%	8.50%
Health care cost inflation	7.50%	7.25%
Continuation of membership	100%	100%
Normal retirement age	65Yrs	65 Yrs
Expected retirement age	65Yrs	65 Yrs

15.2 Pension obligations

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary as defined and is funded. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2011. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

The University withdrew from the National Tertiary Retirement Fund ('NTRF') with effect from 30 June 2008. The members that form part of this fund are to be transferred to the UJ defined benefit pension plan under a Section 14 transfer which is governed by the Pension Funds Act (Act 24 of 1956). During the financial year this transfer was completed, as a result there is no disclosure for the NTRF Pension Fund as at 31 December 2011.

In the prior year, the NTRF won the high court case and the rule amendment was registered resulting in pre-funding amounts being released as a surplus in the NTRF. The Trustees of the NTRF subsequently allocated the pre-funding amounts to the employers and the members with the pre-funding amount being taken into account for the first time in arriving at the defined benefit obligation as at 31 December 2010.

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15.2 Pension obligations (continued)

	2011 NTRF R'000	2010 NTRF R'000
Balance at end of the year		
Present value of the obligation	-	(7 857)
Fair value of plan assets	-	-
Defined benefit obligation at 31 December	<u>-</u>	<u>(7 857)</u>
Reconciliation of the movement in the defined benefit obligation:		
Present value of obligation: beginning of the year	(7 857)	(10 808)
IAS 19.58(a) limited removed	-	-
Contributions paid	-	-
Current service cost	-	(513)
Interest cost	-	(1 017)
Expected return on plan assets	-	-
Net actuarial gains/(losses) recognised in other comprehensive income	-	4 481
Transfer to UJ pension fund	<u>7 857</u>	<u>-</u>
Balance at year end	<u><u>-</u></u>	<u><u>(7 857)</u></u>
Reconciliation of amounts recognised in the statement of comprehensive income:		
Current service cost	-	513
Interest cost	-	1 017
Expected return	-	-
	<u>-</u>	<u>1 530</u>
Number of members	-	126
The principal assumptions used for accounting purposes were as follows:		
General inflation rate	0.00%	5,60%
Discount rate	0.00%	8.50%
Expected return on investment	0.00%	9.60%
Salary inflation	0.0% plus merit	6.6% plus merit

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15.2 Pension obligations (continued)

	2011 UJ Pension Fund R'000	2010 UJ Pension Fund R'000
<i>Balance at end of the year</i>		
Present value of the obligation	(671,772)	(483 133)
Fair value of plan assets	815 605	613 274
Unrecognised surplus due to IAS 19(a) limit	(90 168)	(85 144)
Defined benefit surplus at 31 December	53 665	44 997
<i>Reconciliation of the movement in the defined benefit surplus:</i>		
Present value of surplus beginning of the year	44 997	37 399
Prior year correction	(1 889)	-
Change in IAS 19.58(a) limit	(5 024)	10 050
Contributions paid	10 592	5 757
Current service cost	(9 851)	(7 433)
Interest cost	(53 703)	(37 824)
Expected return on plan assets	73 570	53 365
Net actuarial losses recognised in other comprehensive income	(5 027)	(16 317)
Balance at year end	53 665	44 997
<i>Reconciliation of the movement in the plan assets</i>		
Fair Value of assets as at 1 January	613 274	559 573
Asset transfer from NTRF fund	169 378	-
Expected return	73 570	53 365
Contributions	16 476	9 046
Benefits Paid	(50 161)	(39 836)
Actuarial gain on assets	(6 932)	31 126
Fair Value of assets as at 31 December	815 605	613 274
The actual return on plan assets is as follows:	66 638	91 326
<i>Type of assets held:</i>		
AIMS	-	305 144
Allan Gray Life Global Balanced	259 792	149 834
Sanlam Focus	46 674	31 854
Sanlam Managed	239 881	163 061
Coronation	485 735	281 844
Old Mutual Core Growth	-	61 777
Closing balance	1 032 081	993 514
Defined contribution liability	(198 477)	(373 405)
Net current assets	(18 000)	(6 835)
Asset value	815 605	613 274

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15.2 Pension obligations (continued)

	2011 UJ Pension Fund R'000	2010 UJ Pension Fund R'000
<i>Reconciliation of amounts recognised in the statement of comprehensive income as part of profit & loss:</i>		
Current service cost	9 851	7 433
Interest cost	53 703	37 824
Expected return	<u>(73 570)</u>	<u>(53 365)</u>
	<u>(10 016)</u>	<u>(8 108)</u>
Number of members	216	235
<i>Reconciliation of amounts recognised in statement of comprehensive income as part of profit & loss</i>		
Net actuarial losses recognised	(5 027)	(16 317)
Change in IAS 19.58(a) limit	<u>(5 024)</u>	<u>10 050</u>
	(10 051)	6 627
The principal assumptions used for accounting purposes were as follows:		
General inflation rate	6.10%	5.60%
Discount rate	8.70%	8.50%
Expected return on investment	16.10%	9.60%
Salary inflation	7.1%plus merit	6.6% plus merit
UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after balance sheet date:	26 885	-

Amounts for the latest actuarial valuation and previous four periods are as follows:

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Defined benefit obligation	135 510	140 046	151 117	155 348	183 738
Fair value of plan assets	(183 240)	(33 461)	(37 399)	(44 997)	(53 665)
Retirement benefit obligation	<u>(47 730)</u>	106 585	113 718	110 351	130 073

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16 Other operating expenses

The following items are included in 'other operating expenses':

	2011 R'000	2010 R'000
Repair and maintenance expenses	77 942	71 454
Non-capitalisable assets	34 261	48 831
Library book acquisitions expensed	33 485	40 326
Operating leases		
- Equipment and vehicles	32 041	24 829
Auditors remuneration	9 660	6 390
- external audit	4 334	3 659
- internal audit	4 751	2 222
- non-audit services	575	509
Unrecoverable debts/amounts written off	20 123	34 244
Foreign exchange losses/(gains)	863	3 197
Cleaning	44 509	41 014
Consulting and contract costs	65 281	37 913
Data Lines	9 511	8 364
Entertainment	30 114	24 663
Hire/Rental	16 939	18 487
Insurance	6 861	6 773
Municipal rates and taxes	91 215	55 314
Printing	44 433	41 038
Security	31 685	27 822
Software licenses	17 401	18 428
Stationary	5 137	6 665
Student and staff development	14 646	11 149
Teaching and lab consumables	19 876	18 772
Telephone and fax	5 236	5 922
Advertising and marketing	22 824	23 430
Consumables – support services	1 263	1 615
Grants and donations	23 116	36 817
Conference Registration Fees	6 135	4 784
Discount on Tuition Fees	9 645	8 499
Medical Aid Pensioners	5 963	5 614
Sundry Expenses	7 255	3 474
Travel	53 917	42 590
Uniforms and Protective Clothing	6 787	5 746
Write Offs	11 598	(5 847)
Immaterial items not listed	64 817	74 294
	824 539	752 611

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17 Other operating income

The following items are included in 'other operating income':

	2011 R'000	2010 R'000
Hire out of facilities	12 355	9 553
Public sales and services	17 809	26 492
Sundry income	15 044	3 120
Donations	92 364	95 673
Consultation/Evaluation income	12 670	7 841
Profit on disposal of PPE	5 318	27 928
Immaterial items not listed	5 648	8 879
	<u>161 208</u>	<u>179 486</u>

18 Income from investments

Dividend income on available-for-sale financial assets	40 187	26 982
Interest income	62 205	93 528
Profit on the sale of securities	93 935	187 766
Loss on sale of securities	(29 695)	(24 055)
Other	-	(1 515)
	<u>166 632</u>	<u>282 706</u>

19 Finance income and finance costs

Finance cost		
- borrowings	(5 774)	(6 306)
Finance income		
- students for fees	11 620	5 997
- current accounts	1 564	2 156
	<u>13 184</u>	<u>8 153</u>

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20 Commitments and contingent liabilities

	2011 R'000	2010 R'000
20.1 Commitments		
<i>Commitments – approved, not contracted for</i>	70,000	78,144
<i>This represents capital expenditure budgeted for at reporting date, but not yet recognised in the financial statements. This expenditure will be financed from designated funds.</i>		
<i>Bank guarantees</i>		
SA Post Office	250	250
Van Graan & Associates	301	301
City Power of Johannesburg	110	110
Johannesburg City Council	174	174
Eskom Holdings Limited	174	174
ABSA Bank Limited	1,250	1,250

Operating leases

Certain of the University's desktop computers are subject to a non-cancellable 3 year operating lease, and future commitments in terms of the lease agreement are as follows:

Lease amounts payable within one year	11,651	17,869
Lease amounts payable within one year to five years	<u>11,621</u>	<u>10,513</u>
Total operating lease amounts payable	<u><u>23,272</u></u>	<u><u>28,382</u></u>

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21 Cash generated from operations

	2011 R'000	2010 R'000
Surplus for the year	207 796	233 921
Adjustments for:		
– Increase in bad debt provision	7 952	23 749
– Depreciation (note 3)	59 930	43 345
– Amortisation (note 4)	3 462	4 157
– Profit on disposal of property, plant and equipment	(5 318)	(27 928)
– Loss on disposal of intangible assets	436	34
– Share of income from joint venture (note 5.2)	-	1 515
– Finance income (note 19)	(13 184)	(8 153)
– Interest income on investments (note 18)	(62 205)	(93 528)
– Finance cost (note 19)	5 774	6 306
– Dividends received (note 18)	(40 187)	(26 982)
– Profit on sale of shares (note 18)	(64 240)	(160 105)
– Current service cost (note 15)	11 865	4 490
– Inventory expensed in cost of sales (note 7)	21 102	21 223
– Foreign exchange losses on operating activities	(863)	(3 197)
Changes in working capital:		
– receivables and prepayments	(53 230)	(547)
– trade payables, accruals and other liabilities	11 922	31 043
– student deposits and income received in advance	32 713	10 307
– inventory	(583)	3 664
	<u>123 142</u>	<u>63 314</u>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise

Profit on disposal (note 17)	5 318	27 928
Net book amount (note 3)	<u>2 256</u>	<u>7 482</u>
Proceeds from disposal	<u>7 574</u>	<u>35 410</u>

22 Financial risk management

Overview

The University's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the University.

Risk Management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council which provides written principles for the overall risk management. The Audit and Risk Committee oversees the manner in which management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risk faced by the University. The Audit and Risk Committee is assisted in its oversight role by Internal Audit, which undertakes both regular and ad hoc reviews of risk management controls and procedures. The results of these reviews are reported to the Audit and Risk Committee. Internal Audit follows a risk based audit methodology primarily based on the University's risk registers.

22.1 Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates and interest rates, may affect the University's income or the value of its holdings of financial assets. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return on investments. This is principally done by way of mandate agreements with the Fund Managers which specify the asset allocation to manage the risk profile of the investments. The University has no portfolios that have speculative characteristics and return targets are over the long term. For the spread of the various investment types, refer to note 6.

i) Currency risk

The University does not operate internationally, but on occasion there are foreign currency denominated transactions. Management has introduced a policy which requires that all material foreign currency transactions should be hedged with a forward exchange contract. At year-end there were no material outstanding forward exchange contracts. When necessary, forward exchange contracts are rolled over at maturity.

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22.1 **Market risk** (continued)

ii) **Interest rate risk**

The University has large interest-bearing investments. Its investment policy allows management to invest working capital in interest-bearing, short-term investments up to one year. The period of each investment is linked to the cash-flow requirements to fund the University's operations. These short-term investments are invested with the five major South African commercial banks at the ruling interest rate on the day of investment. The rates are fixed for the period of the investment. The amount invested in this manner is specified in note 9.

A 1% change in the interest rate could have a R2 862 million (2010: R2 526 million) interest income influence on an annual basis. This would actually never realise, as the average period of investment is three to nine months and therefore the amount will be a fraction of R2 862 million (2010: R 2 526 million).

The University's investment policy determines that all long-term investments, including capital and money market investments are managed by the University's Fund Managers under mandate agreements. These agreements specify the asset allocation matching the risk that the University is prepared to take.

The mandates further specify the investment returns required by the University. These measures are in place to ensure that the various Fund Managers manage the interest rate risk within the levels accepted by the University. The University's Investment Committee oversees its long-term investments. The investments subject to a possible interest rate fluctuation are detailed in note 6.

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22.1 **Market risk** (continued)

iii) **Price risk**

The University and its subsidiaries are exposed to equity securities price risk because of investments held by the University and classified on the consolidated statement of financial position as available-for-sale financial assets. The University and its subsidiaries are not exposed to commodity price risk. To manage its price risk arising from investments in equity securities, the University and its subsidiaries diversifies its portfolio. Diversification of the portfolio is done in accordance with the limits set by the Investment Committee and the limits are included in the mandate agreement which the University and the Fund Managers concluded.

	2011 R'000	2010 R'000
Listed equities	1 332 974	1 329 968

For the year ended 31 December 2011, if the FTSE/JSE CAPI index increased/decreased by 10% with all other variables held constant and all the University's equity instruments moved according to the historical correlation with the index, the non-current investment revaluation amount on the statement of financial position would be R133 million (2010: R133 million) higher/lower. Due to the unpredictability of equity market returns and the asset allocation of various fund managers, a general indicative percentage of 10% is used to highlight the changes in market value on equity investments. The indicative 10% does not allow for the sensitivity in equity valuations due to the asset allocation difference between various fund managers.

22.2 **Credit risk**

Credit risk is the risk of financial loss to the University if a customer, student or counterparty to a financial asset fails to meet its contractual obligations, and arises from the University's receivables from students and customers, its debt investments and cash and cash equivalents.

The counterparties to investments, derivatives and cash and cash equivalents are limited to high-credit-quality financial institutions. The University has policies that limit the amount of credit exposure to any one financial institution.

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22.2 **Credit risk** (continued)

The University follows a multi-manager approach to the management of investments in order to limit investment risk. Funds are invested in divergent portfolios subject to mandates developed to contain risk within set parameters. In order to hedge investment funds against fluctuations, the portfolio managers are allowed to invest a maximum of 20% of the available funds abroad.

All funds are invested with AAA rated financial institutions, or guaranteed by the government.

Receivables comprise of outstanding student fees and a number of customers, dispersed across different industries and geographical areas. The University is exposed to credit risk arising from student receivables related to outstanding fees. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

i) **Student and other receivables**

In a higher education environment, it is not possible to manage credit risk *ex ante* at the level of individual transactions with students. Creditworthiness cannot be assessed during registration. The credit risk is managed *ex post* by means of effective debt collection, including the sensible application of the withholding of examination results and financial exclusions, as well as the utilisation of debt collection attorneys and agencies.

The University's policy with regard to the collection of student receivables states the following:

- 60% of a student's total fees must be paid by 30 April of the study year.
- 100% of a student's total fees must be paid by 31 August of the study year.
- If the student fails to meet this financial obligation, the outstanding amount is handed over to a debt-collecting agency.

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22.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

Details of the student receivables as at 31 December are:

	2011 R'000	2010 R'000
Student receivables	191 030	112 208
- fully performing	-	-
- past due but not impaired (4 months overdue)	102 466	30 508
- impaired (more than 4 months overdue)	88 564	81 700
Less: Provision for impairment	(88 564)	(81 700)
Student receivables – net carrying amount	<u>102 466</u>	<u>30 508</u>

The University also raises other trade receivables for the sale of goods and the delivery of services. It has measures in place to ensure that sales of goods and delivery of services are made to customers with an appropriate credit history. It does not insure its student or other receivables.

The University's credit terms with regard to other receivables are:

- Full payment is required within 60 days from statement date;
- The University will charge interest on arrear amounts in terms of the Prescribed Rate of Interest Act (No. 55 of 1975), as amended; and
- Credit facilities will be suspended when debtor accounts are outstanding in excess of 90 days from the date of statement, unless alternative payment arrangements have been negotiated.

The following actions are taken in respect of overdue invoices:

- Outstanding for 60 days: A reminder letter requesting immediate payment is enclosed with the statement of account.
- Outstanding for 81 days: The statement of account is accompanied by a letter of demand stating that legal action will be taken if payment is not made or contact is not made within 21 days.
- Unpaid debts over 102 days: When a letter of demand has been sent and no payment or communication has been received from the debtor, the account is handed over to the collecting agency.

Details of the other receivables as at 31 December 2011 are as follows:

	2011 R'000	2010 R'000
Other receivables	9 867	27 744
- fully performing	6 578	25 543
- past due but not impaired	-	-
- impaired	3 289	2 201
Less: Provision for impairment	(3 289)	(2 201)
Other receivables – net carrying amount	<u>6 578</u>	<u>25 543</u>

The movement in the University's provision for impairment in respect of student and other receivables during the year was as follows:

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22.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

	2011 R'000	2010 R'000
Student receivables		
At 1 January	81 700	58 803
Provision for receivables impaired	43 610	32 777
Receivables written off during the year as uncollectable	(36 746)	(9 880)
At 31 December	<u>88 564</u>	<u>81 700</u>
Ageing of provision for impairment		
Handed over to collecting agencies – 2008 and older	-	12 122
Handed over to collecting agencies – 2009	14 983	18 020
Handed over to collecting agencies – 2010	27 036	1 301
Handed over to collecting agencies – 2011	333	-
4 Months overdue	<u>46 212</u>	<u>50 257</u>
	<u>88 564</u>	<u>81 700</u>
Other receivables		
At 1 January	2 201	1 350
Provision for receivables impaired	1 283	1 101
Receivables written off during the year as uncollectable	(195)	(250)
At 31 December	<u>3 289</u>	<u>2 201</u>
Ageing of provision for impairment		
Handed over to collecting agencies – 2008	-	190
Handed over to the collecting agencies – 2009	163	218
Handed over to the collecting agencies - 2010	288	693
Handed over to the collecting agencies - 2011	955	-
Impaired as at reporting date	<u>1 883</u>	<u>1 100</u>
	<u>3 289</u>	<u>2 201</u>

The creation and release of the provision for impaired receivables have been included in 'other current operating expenses' in the statement of comprehensive income. Amounts are charged to the provision account when there is no expectation of recovering additional cash. After a receivable amount is written off, the collection process is continued by the collection agencies.

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22.2 **Credit risk** (continued)

i) **Student and other receivables** (continued)

The other classes within other receivables do not contain impaired assets. The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above. The University does not hold any collateral as security. The carrying amounts of the University's receivables and prepayments are denominated in South African Rand (R).

Credit quality of financial assets

The credit quality of financial assets that are fully performing, as well as those that are past due but not impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates.

	2011 R'000	2010 R'000
Trade receivables		
Counterparties without external credit rating:		
- Current students which will register in 2010/2011. These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2010/2011 registration period.	102 466	30 508
- Interest and dividends receivable. This is interest and dividends receivable at year end from the available-for-sale financial assets which are all invested at AAA rated entities.	6 340	6 552
- Other receivables		
Group 1 *	6 578	25 543
Group 2*	-	-
	<u>115 384</u>	<u>62 603</u>
Cash and cash equivalents		
AAA Ratings:		
- Prime South African Banks	359 417	334 490
Available-for-sales financial assets		
AAA ratings:		
- Government stocks and bonds	224 988	159 584
- Listed stocks and debentures	222 460	220 563
- Listed shares all top 40 companies	1 332 974	1 329 968
- Fixed and other deposits, prime South African Banks	367 005	418 778
- Endowment policies, top 40 South African insurance companies	28 087	26 955
- Unlisted shares	2 073	1 130

*Group 1 – New customers (less than 2 months).

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22.3 Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's liquidity risk consists mainly of borrowings, accounts payable, accrued liabilities and student deposits received and postemployment benefits. Liquidity risk is minimised by the University's substantial cash and cash equivalent balances. The University's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. Liquidity risk is managed by monitoring the daily borrowing levels and by conducting cash flow forecasts on a weekly basis in order to maintain sufficient funds to fund the business from cash generated by operations and funds generated from investments.

The table below analyse the University's financial liabilities according to relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year R'000	Between 1 and 2 Years R'000	Between 2 and 5 Years R'000	Over 5 years R'000
31 December 2011				
Non-current borrowings	1 774	2 954	17 697	20 788
Accounts payable	188 829			
31 December 2010				
Non-current borrowings	1 350	1 054	1 583	42 937
Accounts payable	179 799			

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22.4 Capital risk management

The University and its subsidiaries' objectives when managing reserves and working capital are to safeguard the ability of the University and its subsidiaries to continue as going concerns and to maintain an optimal structure to reduce the cost of capital.

In order to maintain the capital structure, the University and its subsidiaries have ensured a sound financial position by limiting exposure to debt and increasing investment and cash balances. This objective is met by a well planned budget process each year in which the critical strategic objectives of the University and its subsidiaries are addressed. The University also has a short and medium term infrastructure maintenance plan which is adequately resourced from budget funds.

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22.5 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2011			
<i>Financial assets</i>			
Available-for-sale financial assets	-	2 204 763	2 204 763
Trade and other receivables (excluding prepayments)	115 384	-	115 384
Cash and cash equivalents	359 417	-	359 417
			Financial liabilities at amortised cost
<i>Financial liabilities</i>			
Borrowings			41 439
Trade payables			188 829
Borrowings included in current liabilities			1 774

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22.5 Financial instruments by category (continued)

The accounting policies for financial instruments have been applied to the line items below:

	Loans & receivables R'000	Available- for-sale R'000	Total R'000
31 December 2010			
<i>Financial assets</i>			
Available-for-sale financial assets	-	2 180 331	2 180 331
Trade and other receivables (excluding prepayments)	62 603	-	62 603
Cash and cash equivalents	334 490	-	334 490
			Financial liabilities at amortised cost
<i>Financial liabilities</i>			
Borrowings			45 573
Trade payables			179 799
Borrowings included in current liabilities			1 350

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22.6 Fair value estimation

Effective 1 January 2009, the University adopted the amendment to IFRS 7 for financial instruments that are measured in the balance sheet at fair value; this requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2011:

	Level 1	Level 2	Total
Available-for-sale financial assets			
- listed shares	1 332 974	-	1 332 974
- listed stocks and debentures	222 460	-	222 460
- government stocks and bonds	224 988	-	224 988
- fixed deposits	-	87 673	87 673
- unlisted shares	-	2 073	2 073
- other deposits and loans	-	306 508	306 508
- endowment policies	-	28 087	28 087
	<u>1 780 422</u>	<u>424 341</u>	<u>2 204 763</u>

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2010

	Level 1	Level 2	Total
Available-for-sale financial assets			
- listed shares	1 329 968	-	1 329 968
- listed stocks and debentures	220 563	-	220 563
- government stocks and bonds	159 584	-	159 584
- fixed deposits	-	127 164	127 164
- unlisted shares	-	1 130	1 130
- other deposits and loans	-	314 967	314 967
- endowment policies	-	26 955	26 955
	<u>1 710 115</u>	<u>470 216</u>	<u>2 180 331</u>

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the University is the current bid price. These instruments are included in level 1. Instruments included in level 1 comprise primarily listed equity investments classified as trading securities or available-for-sale.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

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23 Related party transactions

23.1 Key management personnel

The following are considered to be related parties to the University:

- University Council members
- Management comprises the members of the Management Executive Committee, Executive Deans of faculties, Executive Directors of support service departments and Directors of subsidiaries.

Compensation paid to key management and members of Council

	Members of Council R'000	Management R'000	2011 R'000	2010 R'000
Salaries and other short-term employee benefits	495	47 130	47 625	49 000

23.2 Payment to members of the Council

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of members	Attendance at meetings – aggregate amount paid R'000	Reimbursements of expenses – aggregate paid R'000
Chair of Council	1	67	-
Chairs of committees	5	165	12
Members of Council	11	263	4

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 31 December 2011**

23 Related party transactions (continued)

23.3 Related parties

The University of Johannesburg, and its subsidiaries and trusts control or own 100% of the shares of the following companies:

- Million Up Trading (Pty) Ltd
- TWR Business Enterprises (Pty) Ltd
- ARSA (Pty) Ltd

The University of Johannesburg and its subsidiaries is the sole beneficiary of the following Trusts:

- UJ Trust
- TWR Trust
- STH Foundation Trust

The University of Johannesburg and its subsidiaries has a 55% investment in the following joint venture:

- Photovoltaic Intellectual Property (Pty) Ltd

The University of Johannesburg and its subsidiaries has has a 5% investment in the following associate:

- South African Qualifications Authentication Authority (Pty) Ltd

23.4 Transactions with related parties

No transaction other than loans, lease of office and administration fees have taken place between the University of Johannesburg and its subsidiaries. All inter-group transactions were eliminated on consolidation.

No amounts were received / paid to the subsidiaries during the year.

The details of transactions with associates and joint ventures are detailed in note 5.

23.5 Transactions with subsidiaries

The loans are unsecured and bear no interest. There is no allowance for credit losses, nor any bad debt written off during the year, that relates to related parties.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 31 December 2011

24 Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. These estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Estimates made in accounting will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

24.1 *Provision for impairment of trade receivables and student debtors*

A provision for impairment of trade receivables and student debtors is established when there is objective evidence that the University will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor or student and default or delinquency in payments are considered indicators that the trade receivable is impaired. All amounts in respect of student fees outstanding from the previous year are provided for once student registration for the new academic year has taken place.

24.2 *Provision for post-retirement medical aid liability*

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2011 are disclosed in note 15.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

24.3 *Depreciation of property, plant and equipment*

Depreciation on assets is calculated using the straight-line method to write off the cost less residual values over their estimated useful lives. The residual values and useful lives of assets are reviewed, and adjusted if not appropriate, at each reporting date.

24.4 *Pension fund obligations*

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. The group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in note 15.2. Were the discount rate used to differ by 10% from management's estimates, the carrying amount of pension obligations would be an estimated Rx lower or Rx higher.

24.5 *Critical judgments applying the University's accounting policies*

The University follows the guidance of IAS 39 (AC133) to determine when an available-for-sale equity investment is impaired. This determination requires significant judgement. In making this judgement, the group evaluates, among other factors, the duration and extent to which the fair value of an investment is less than its cost; and the financial health of and short-term business outlook for the investee, including factors such as industry and sector performance, changes in technology and operational and financing cash flow.

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
for the year ended 31 December 2011**

25 **Summary of restatement**

Duplication of accounting transactions between Available-for-Sale financial assets and Trade Payables, accruals and other liabilities:

	As previously reported R,000	Adjustment R,000	As reported R,000
Year ended 31 December 2010:			
Balance Sheet items:			
Available-for-sale financial assets	2 243 342	(63 011)	2 180 331
Trade payables, accruals and other liabilities	(328 927)	63 011	(265 916)

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2011**

26 **Executive Remuneration**

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit bonus	Grand Total
Vice-Chancellor	Prof IL Rensburg	2 275 140	370 559	396 058	3 041 757	-	470 000	3 511 757
DVC: HR and Planning	Prof D Van der Merwe	1 682 948	206 131	310 127	2 199 206	83 790	513 483	2 796 479
Deputy Vice - Chancellor (Finance)	Prof JH Kriek	1 317 313	269 086	249 379	1 835 777	70 608	1 026 625	2 933 010
Deputy Vice - Chancellor (Academic)	Prof A Parekh	1 442 166	130 611	223 076	1 795 853	26 475	413 205	2 235 533
Deputy Vice - Chancellor (Research & Innovation)	Prof AM Habib	1 427 119	109 740	240 566	1 777 425	68 363	462 760	2 308 548
Deputy Vice - Chancellor (Strategic Planning)	Dr PZ Njongwe	1 133 940	188 815	201 165	1 523 920	91 596	-	1 615 516
Registrar	Prof ME Muller	1 210 517	77 622	235 781	1 523 920	23 444	434 621	1 981 985
Executive Dean: Health Sciences	Prof A Swart	967 453	74 909	192 677	1 235 040	47 502	190 461	1 473 003
Executive Dean: Science	Prof IC Burger	952 464	169 577	147 875	1 269 917	-	278 807	1 548 724
Executive Dean: Economics and Financial	Prof A Dempsey	965 702	76 249	193 089	1 235 040	47 500	256 565	1 539 105
Executive Dean: Education	Prof SJ Gravett	992 160	77 990	164 890	1 235 040	47 500	160 196	1 442 736
Executive Dean: Sport	Prof WJ Hollander	792 448	186 353	160 847	1 139 649	590 758	164 159	1 894 566
Executive Dean: Law	Prof PH O'Brien	965 702	73 996	165 342	1 235 040	47 502	219 588	1 502 130
Executive Dean: Humanities	Prof RP Ryan	747 510	377 929	152 617	1 278 056	44 063	55 268	1 377 388
Executive Dean: Engineering	Prof T Marwala	965 548	157 689	178 229	1 301 466	-	284 563	1 586 029
Executive Dean: Management	Prof D Van Lill	862 500	137 055	164 365	1 163 920	44 767	137 246	1 345 933

UNIVERSITY OF JOHANNESBURG
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NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2011

26 Executive Remuneration (continued)

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit bonus	Grand Total
Executive Dean: Design and Architecture	Prof MD Sauthoff	1 219 623	13 920	1 497	1 235 040	47 673	247 599	1 530 312
Executive Director: Library and Information Centre	Mrs J Sander	759 453	232 049	153 117	1 144 619	-	102 907	1 247 526
Executive Director: Finance	Mr JA Van Schoor	793 728	272 024	169 288	1 235 040	47 631	159 436	1 442 107
Executive Director: Human Resources	Dr PZ Dube	1 189 654	101 792	192 399	1 483 846	-	150 291	1 634 137
Executive Director: Operations	Mr R Du Plessis	1 003 111	180 981	167 309	1 351 402	-	136 874	1 488 276
Executive Director: Information Officer (Chief)	Mr A Vorster (Retired 30/06/11)	467 330	19 288	95 398	582 016	204 603	35 246	821 865
	Mr AA Swartbooi (Appointed 07/11/11)	176 400	4 678	31 034	212 113	-	-	212 113
Executive Director: Expenditure	Mr CJH Kruger	883 233	99 982	184 692	1 167 907	42 044	192 821	1 402 772
Executive Director: Advancement	Mr KP Swift	957 074	192 775	44 222	1 194 071	-	170 612	1 364 683
Executive Director: Internationalisation	Dr PG Mekgwe (Appointed 1/9/11)	323 917	63 558	499	387 973	-	-	387 973
Executive Director: Academic Support and Development	Prof E De Kadt	1 194 514	13 920	1 497	1 209 931	45 414	202 292	1 457 637
Executive Director: Student affairs	Prof MS Mandew	1 029 782	69 489	182 073	1 281 344	19 237	179 340	1 479 920
Executive Director: Research and Innovation	Dr CM Masuku	874 741	142 802	149 882	1 167 424	217 385	184 416	1 569 225

**UNIVERSITY OF JOHANNESBURG
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**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2011**

27 Contingencies

The University has contingent liabilities in respect of legal claims arising in the ordinary course of business. It is not anticipated that any material liabilities will arise from the contingent liabilities other than those provided for (note 20).

**UNIVERSITY OF JOHANNESBURG
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**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
at 31 December 2011**

Unaudited supplementary information

	2011 R'000	2010 R'000
ASSETS		
Non-current assets	3 571 639	3 713 258
Property, plant and equipment	1 298 358	1 471 377
Intangible assets	5 712	7 396
Investment in joint venture	9 141	9 141
Available-for-sale financial assets	2 204 763	2 180 331
Defined benefit pension plan assets	53 665	44 997
Non-current receivables	-	16
Current assets	488 566	409 827
Inventories	4 247	3 665
Receivables and repayments	124 902	71 672
- Students for fees	102 466	30 508
- Other receivables	22 436	41 164
Cash and cash equivalents	359 417	334 490
	<u>4 060 205</u>	<u>4 123 085</u>
EQUITY AND LIABILITIES		
EQUITY		
Non-distributable reserves	1 494 983	1 661 584
Funds invested in property, plant and equipment	1 260 858	1 431 850
Non-current investment revaluation	234 125	229 734
Reserve funds	1 870 998	1 518 734
<i>Restricted use funds</i>	682 745	650 975
Student residences funds	53 330	36 314
Trust/donor/bursary funds	629 415	614 661
<i>Unrestricted funds</i>	1 188 253	867 759
Designated/committed funds	414 166	447 400
Undesignated use funds	774 087	420 359
LIABILITIES		
Non-current liabilities	694 224	942 767
Borrowings	306 177	599 778
Government grant	41 439	45 573
Post-employment benefit obligations	81 000	391 000
	183 738	163 205
Current liabilities	388 047	342 989
Trade payables, accruals and other liabilities	255 410	244 718
Provisions	22 427	21 198
Student deposits received and income received in advance	108 436	75 723
Borrowings	1 774	1 350
	<u>4 060 205</u>	<u>4 123 085</u>

UNIVERSITY OF JOHANNESBURG
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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2011

Unaudited supplementary information

	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Consolidated 2011
	R'000	R'000	R'000	R'000	R'000
2011					
Total income	2 367 332	135 731	2 503 063	94 900	2 597 961
Recurring items	2 362 014	135 731	2 497 745	94 900	2 592 644
State appropriations – subsidies and grants	1 146 386	-	1 146 386	-	1 146 386
Tuition and other fee income	933 082	4 163	937 245	93 205	1 030 450
Income from contracts	43 626	49 146	92 772	-	92 772
For research	34 355	45 747	80 102	-	80 102
For other activities	9 271	3 399	12 670	-	12 670
Sales of goods and services	36 923	13 599	50 521	336	50 857
Private gifts and grants	62 108	30 253	92 360	4	92 364
Sub-total	2 222 124	97 161	2 319 285	93 545	2 412 828
Income from investments	129 168	37 472	166 640	(8)	166 632
Finance income	10 722	1 099	11 821	1 363	13 184
Non-recurring items					
Profit/loss on disposal of PPE	5 318	-	5 318	-	5 318

UNIVERSITY OF JOHANNESBURG
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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME - continued
for the year ended 31 December 2011

Unaudited supplementary information

	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Consolidated 2011 R'000
2011					
Total expenditure	2 186 653	125 630	2 312 282	77 882	2 390 166
Recurring items	2 155 450	123 335	2 278 784	77 121	2 355 905
Personnel	1 301 767	25 333	1 327 100	14 209	1 341 309
Academic professional	695 500	13 535	709 035	7 592	716 627
Other personnel	606 267	11 798	618 065	6 617	624 682
Other current operating expenses	713 769	28 706	742 474	47 803	790 278
Depreciation	45 651	3 363	49 014	10 916	59 930
Amortisation of software	3 455	-	3 455	7	3 462
Bursaries	89 358	65 784	155 142	10	155 152
Sub-total	2 154 000	123 185	2 277 185	72 945	2 350 132
Finance costs	1 449	150	1 599	4 175	5 774
Non-recurring items					
Capital expenditure expensed	31 204	2 294	33 498	762	34 260
Net surplus/(loss)	180 678	10 102	190 780	17 016	207 796

UNIVERSITY OF JOHANNESBURG
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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2011

Unaudited supplementary information

	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Consolidated 2010
	R'000	R'000	R'000	R'000	R'000
2010					
Total income	2 193 352	151 873	2 345 225	70 646	2 415 871
Recurring items	2 165 424	151 873	2 317 297	70 646	2 387 943
State appropriations – subsidies and grants	1 016 126	-	1 016 126	-	1 016 126
Tuition and other fee income	802 220	3 703	805 923	69 382	875 305
Income from contracts	27 809	34 127	61 936	-	61 936
For research	21 033	33 062	54 095	-	54 095
For other activities	6 776	1 065	7 841	-	7 841
Sales of goods and services	42 248	5 101	47 349	696	48 045
Private gifts and grants	68 717	26 951	95 668	4	95 672
Sub-total	1 957 120	69 882	2 027 002	70 082	2 097 084
Income from investments	201 839	80 908	282 747	(41)	282 706
Finance income	6 465	1 083	7 548	605	8 153
Non-recurring items					
Profit/loss on disposal of PPE	27 928	-	27 928	-	27 928

UNIVERSITY OF JOHANNESBURG
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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 December 2011

Unaudited supplementary information

	Council controlled – unrestricted R'000	Specifically funded activities – restricted R'000	Sub total R'000	Student and Staff accommodation – restricted R'000	Consolidated 2010 R'000
2010					
Total expenditure	1 983 390	130 194	2 113 584	68 366	2 181 950
Recurring items	1 937 021	128 745	2 065 766	67 353	2 133 119
Personnel	1 203 477	27 114	1 230 591	12 695	1 243 286
Academic professional	640 550	13 071	653 621	6 743	660 364
Other personnel	562 927	14 043	576 970	5 952	582 922
Other current operating expenses	603 697	50 542	654 239	49 541	703 780
Depreciation	39 764	2 978	42 742	603	43 345
Amortisation of software	4 154	-	4 154	3	4 157
Bursaries	84 137	48 108	132 245	-	132 245
Sub-total	1 935 229	128 742	2 063 971	62 842	2 126 813
Finance costs	1 792	3	1 795	4 511	6 306
Non-recurring items					
Capital expenditure expensed	46 369	1 449	47 818	1 013	48 831
Net surplus/(loss)	209 962	21 679	231 641	2 280	233 921