

THE *Art* OF  
ACCOMPLISHMENT

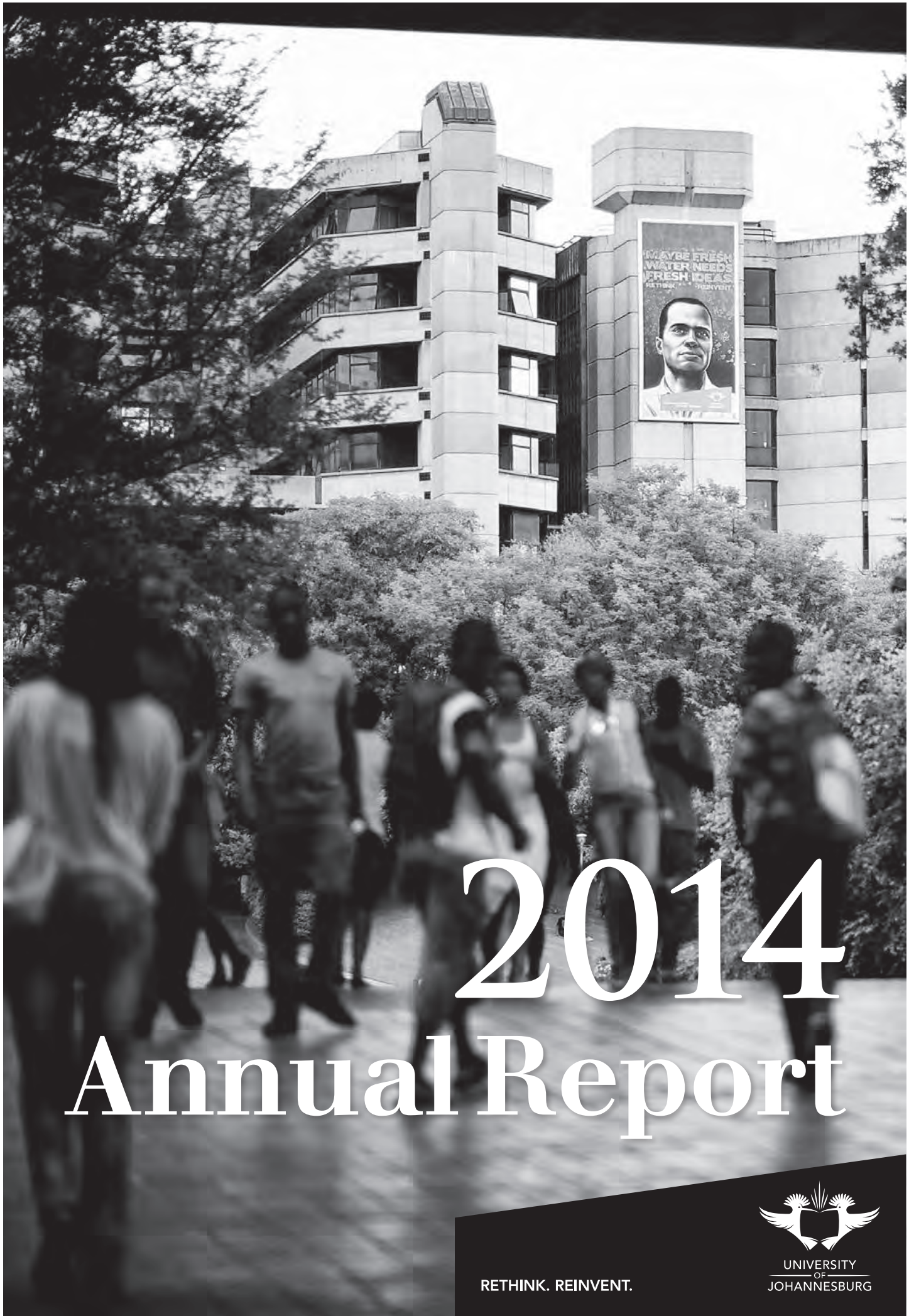
# 2014 Annual Report



RETHINK. REINVENT.



UNIVERSITY  
OF  
JOHANNESBURG



# 2014 Annual Report

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OF  
JOHANNESBURG

## LIST OF ACRONYMS AND INITIALISMS

AAT	Association of Accounting Technicians
ABASA	Association for the Advancement of Black Accountants of Southern Africa
ACCA	Association for Chartered Certified Accountants
ACT	Arts and Culture Trust
ACT	Against Crime Together
ACTSA	Association for Corporate Treasurers in Southern Africa
ADC	Academic Development Centre
ADEA	Association for the Development of Education in Africa
ADI	Academic Development Innovation
ADS	Academic Development and Support
AED	automated external defibrillator
AIDS	Acquired Immune Deficiency Syndrome
AL	assistant lecturer
AoA	Art of Accomplishment
APB	Auckland Park Bunting Road Campus
APK	Auckland Park Kingsway Campus
APQC	Academic Planning and Quality Committee
APRM	African Peer Review Mechanism
APS	Admission Point Score
ARCC	Audit and Risk Committee of Council
ARMSA	Association of Rotational Moulders of Southern Africa
ARS	Application Rating System
ARWU	Academic Ranking of World Universities
AVE	average value estimate
AU	African Union
AULAI	Association of University Legal Aid Institutions
BA	Bachelor of Arts
BA Ed	Bachelor of Arts in Education
BASA	Business and Arts South Africa
BASA	Biokinetics Association of South Africa
BBBEE	broad-based black economic empowerment
BCEA	Basic Conditions of Employment Amendment Act
BCWIP	Business Communications and Writing for Intergovernmental Professionals
BET	Bachelor of Engineering Technology
BHF	Board of Healthcare Funders
BI	business intelligence
BMI	body mass index
BMS	Building Management System
BRICS	Brazil, Russia, India, China and South Africa
BSc	Bachelor of Science
BSocSci	Bachelor of Social Science

BTech	Bachelor of Technology
BYOD	Bring Your Own Device
CA	chartered accountant
CAA	Central Academic Administration
CAG	Consultative Advisory Group
CANSA	Cancer Association of South Africa
CAPS	Curriculum and Assessment Policy Statement
CASE	Council for the Advancement and Support of Education
CAT	Centre for Academic Technologies
CCM	Council for Communication Management
CCRED	Centre for Competition Regulation and Economic Development
CDIO	conceiving, designing, implementing, operating
CE	Community Engagement
CEE	Council for Economic Education
CENLED	Centre for Local Economic Development
CEPR	Centre for Education Practice Research
CERT	Centre for Education Rights and Transformation
CESM	Classification of Educational Subject Matter
CFA	chartered financial analyst
CfAR	Centre for Anthropological Research
CFMS	Computerised Facilities Management System
CHE	Council for Higher Education
CHELSA	Committee for Higher Education Librarians of South Africa
CHET	Centre for Higher Education Transformation
CIC	Commercial Investment Committee
CICLASS	Centre of International Comparative Labour and Social Security Law
CISI	Chartered Institute for Securities and Investments
CJC	Central Johannesburg College
CLASA	Corporate Lawyers Association of South Africa
CLICS	community learning and investigative circles
CLINGS	community literacy and numeracy groups
CMC	Council Membership Committee
CO2	carbon dioxide
CORE	Centre for Operations Research and Econometrics
CPASD	Centre for Professional Academic Staff Development
CPD	continuous professional development
CPSF	Consultative and Problem Solving Forum
CPUT	Cape Peninsula University of Technology
CPWD	Committee for People with Disabilities
CSDA	Centre for Social Development in Africa
CR	community research

CSBD	Centre for Small Business Development
CSIR	Council for Scientific and Industrial Research
CSO	Career Services Online
CSR	Centre for Sociological Research
CTS	Central Technical Services
CUC	Commercial Unit Companies Committee
DCES	Department of Civil Engineering
DEES	Department of Electrical and Electronic Engineering Science
DFC	Doornfontein Campus
DHET	Department: Higher Education and Training
DoE	Department of Education
DTI	Department of Trade and Industry
DVC	Deputy Vice-Chancellor
EAP	Employee Assistance Programme
ECSA	Engineering Council of South Africa
ED	executive director
Edcom	Education Sector Committee
EDP	Equity Development Programme
EDRMS	Electronic Document and Records Management System
EE	employment equity
EEA	Employment Equity Amendment Act
EI	Education International
ELG	Executive Leadership Group
EME	exempted micro enterprises
EMS	emergency medical services
ERC	East Rand Campus
EPR	Enterprise Resource Planning
EU	European Union
EUNIC	European National Institute for Culture
Exco	Executive Committee
FADA	Faculty of Art, Design and Architecture
FATC	Forgotten Angle Theatre Collaborative
FCC	Finance Committee of Council
FEBE	Faculty of Engineering and the Built Environment
FEFS	Faculty of Economic and Financial Sciences
FES	First-Year Seminar
FET	Further Education and Training
FHDC	Faculty Higher Degrees Committee
FRC	Faculty Research Committee
FSC	Faculty Strategy Committee
FTE	full-time equivalent

FYE	First-Year Experience
GCRO	Gauteng City Regional Observatory
GES	Global Excellence and Stature
GIBS	Gordon Institute of Business Science
HACCP	hazard analysis and critical control point
HCT	HIV counselling and testing
HEAIDS	higher education sector's HIV and AIDS programme
HEDA	Higher Education Data Analyser
HEFMA	Higher Education Facilities Management Association of Southern Africa
HEI	higher education institutions
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Quality Standards Framework
HESA	Higher Education South Africa
HFA	Head of Faculty Administration
HGSE	Harvard Graduate School of Education
HIV	Human Immunodeficiency Virus
HOD	Head of Department
Hons	Honours
HPCSA	Health Professions Council of South Africa
HR	human resources
HRBP	Human Resources Business Partner
HRCC	Human Resources Committee of Council
HRIS	Human Resources Information System
HTC	Health Training Clinic
IABC	International Association of Business Communicators
IACLEA	International Association of Campus Law Enforcement Administrators
IAEA	International Atomic Energy Agency
IAESB	International Accounting Education Standards Board
ICS	Information and Communication Systems
ICAS	Independent Counselling and Advisory Services
ICC	International Criminal Court
ICT	Information And Communications Technology
ICTR	International Criminal Tribunal for Rwanda
IDEP	Institute for Economic Development and Planning
IEDC	International Economic Development Council
IF	Institutional Forum
IFAC	International Federation of Accountants
IFRS	International Financial Reporting Standard
IGD	Institute for Global Dialogue
ILMS	Integrated Library Management System

IMSSA	Institute of Mine Surveyors of South Africa
IOHA	Institutional Office for HIV and AIDS
IP	intellectual property
IPDE	Initial Professional Development of Educators
IPET	Institute of Professional Engineering Technologists
IPM	Institute of People Management
ISA	International Standards on Auditing
IT	Information Technology
ITC	Initial Test of Competence
ITE	Initial Teacher Education
ITP	Institutional Transformation Plan
IVLP	International Visitor Leadership Programme
JCPMT	Journal of Construction Project Management and Innovation
JDA	Johannesburg Development Agency
JPC	Johannesburg Property Company
JRA	Johannesburg Roads Agency
JSE	Johannesburg Stock Exchange
JYOC	Johannesburg Youth Orchestra Company
KIC	Knowledge Interchange
KNUST	Kwame Nkrumah University of Science and Technology
KPA	key performance area
KPI	key performance indicator
LEAD	Legal Education and Development
LGBTI	lesbian, gay, bisexual, transsexual and intersex
LINK	Student Peer Education Programme
LLM	Master of Law
LRAA	Labour Relations Amendment Act
LSA	Log Service Award
MACE	Council for Marketing, Advancement and Communication in Education
MAMS	Management of Assessment of Marks System
MAPS	Mastering Academic and Professional Skills
MCTS	Metal Casting Technology Station
MEC	Management Executive Committee
MECA	Management Executive Committee: Academic
MECO	Management Executive Committee: Operations
MECPWD	Management Executive Committee: People with Disabilities
MECRMC	Management Executive Committee: Risk Management
MECTC	Management Executive Committee: Transformation Committee
MOOC	massive online open courses
MOU	memorandum of understanding
MQC	Mining Qualifications Authority

MRC	Medical Research Council
NAFSA	National Association of Foreign Student Advisors
NASDEV	National Association of Student Development
NECSA	Nuclear Energy Corporation of South Africa
NEHAWU	National Education, Health and Allied Workers' Union
NEPAD	New Partnership for Africa's Development
NFVF	National Film and Video Foundation
NGO	non-governmental organisation
NiPMO	National Intellectual Property Management Office
NMMU	Nelson Mandela Metropolitan University
NPO	non-profit organisation
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NSTF	National Science and Technology Programme
NTEU	National Tertiary Education Union
NWU	North West University
OAU	Organisation of African Unity
OHS	Occupational Health and Safety
OMIGSA	Old Mutual Investment Group of South Africa
OO	organised outreach
O:PWD	Office: People with Disabilities
PanSALB	Pan South African Language Board
PAR-Q	Physical Activity Readiness Questionnaire
PCE	Portfolio Committee on Energy
PCT	Patent Cooperation Treaty
PDP	Professional Development Plan
PDRF	Postdoctoral Research Fellowship
PET	positron emission tomography
PFS	Postgraduate Funding Section
PG	postgraduate
PGC	Postgraduate Centre
PHC	Primary Healthcare
PISA	Plastics Institute of South Africa
POPI	Protection of Personal Information Act
PPE	personal protective equipment
PQM	programme qualification mix
PRCC	Planning and Resource Committee of Council
PRP	Peer Review Panel
PRR	Peer Review Report
PsyCaD	Centre for Psychological Services and Career Development



PTC	Professional Test of Competency
PTIP	photovoltaic technology intellectual property
PURCO	Purchasing Consortium Southern Africa
PVMAC	Property Valuation and Management Advisory Committee
PWD	People with Disabilities
PWG	Programme Working Group
QE	Qualifying Examination
QEPTT	Quality Enhancement Programme Task Team
QSE	Qualifying Small Enterprises
QS WUR	Quacquarelli Symonds World University Rankings
QVS	Qualification Verification System
QWG	Quality Working Group
RAA	residence academic advisors
RAU	Rand Afrikaans University
RC	Resolution Circle
RCD	Research Capacity Development
RDG	Research Development Grant
REC	regional economic communities
RFP	request for proposal
RICS	Royal Institute of Chartered Surveyors
RIMS	Research Information Management System
RLS-F	Rule of Law Stabilisation – Formal
RMC	Risk Management Committee
ROSC A&A	Report on the Observance of Standards and Codes, Accounting and Auditing
SA	South Africa
SAAHC	South African Accounting History Centre
SAAIR	Southern African Association for Institutional Research
SABS	South African Bureau of Standards
SACAP	South African Council for the Architectural Profession
SACPCMP	South African Council for Project and Construction Management Professions
SACVP	South African Council for the Property Valuers Profession
SADC	Southern African Development Communities
SAFEFE	South African Foundation for Economics and Finance Education
SAICA	South African Institute of Chartered Accountants
SAICE	South African Institute of Civil Engineers
SAIDS	South Africa Institute for Drug-free Sports
SAIFAC	South African Institute for Advanced Constitutional, Public, Human Rights and International Law
SAJCE	South African Journal of Childhood Education
SANC	South African Nursing Council
SANCA	South African National Council on Alcoholism and Drug Dependence
SANRC	South African National Resource Centre

SAPS	South African Police Services
SAPTU	South African Parastatal and Tertiary Institutions Union
SARL	Student Accommodation and Residence Life
SAQA	South African Qualifications Authority
SARChI	South African Research Chair Institute
SARS	South African Revenue Services
SASCO	South African Students' Congress
SASCOC	South African Confederation and Olympic Committee
SASPE	Southern African Social Protection Experts Network
SAULCA	South African Universities Law Clinic Association
SCEBE	School of Civil Engineering and the Built Environment
SEJS	Student Ethics and Judicial Services
Senex	Senate Executive Committee
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SETAs	Sector Education and Training Authorities
SHDC	Senate Higher Degrees Committee
SHECASA	Safety, Health and Environmental Association of South Africa
SHRM	Society for Human Resources Management
SL	service learning
SLA	service level agreement
SLG	Student Life and Governance
SLP	short learning programme
SMMCE	School of Mining, Metallurgy and Chemical Engineering
SMME	small, medium and micro enterprises
SOEE	School of Electrical Engineering
SOMIE	School of Mechanical and Industrial Engineering
SOP	standard operating procedure
SoTL	Scholarship of Teaching and Learning
SQP	Staff Qualifications Project
SRC	Student Representative Council
SRSA	Sports and Recreation South Africa
SSC	Student Services Council
SSCI	Social Sciences Citation Index
SSE	Senior Student Experience
STH	School of Tourism and Hospitality
STI	sexually transmitted infection
STLC	Senate Teaching and Learning Committee
SVCP	Student Volunteer Champion Programme
SWC	Soweto Campus
SWD	Students with Disabilities

SWUFE	South-Western University of Finance and Economics
SYE	Senior-Year Experience
TCTI	total cost to institution
TFST	thin-film solar technology
THE	Times Higher Education
THRIP	Technology and Human Resources for Industry Programme
TIA	Technology Innovation Agency
TMF	Transformation Managers' Forum
TPC	Technical Programme Committee
TSAR	Tydskrif vir die Suid-Afrikaanse Reg
TSG	Transformation Steering Group
TTO&C	Technology Transfer Office and Commercialisation
TUT	Tshwane University of Technology
TWR	Technikon Witwatersrand
UCCF	University Chairs of Council Forum
UCT	University of Cape Town
UFS	University of the Free State
UG	undergraduate
UIRDS	Unit for Institutional Research and Decision Support
UJ	University of Johannesburg
UJICE	UJ Institute for Childhood Education
UJILP	University of Johannesburg International Learning Programme
UJSRC	University of Johannesburg Student Representative Council
UJMA	University of Johannesburg Metropolitan Academy
UKZN	University of KwaZulu-Natal
UL	University of Limpopo
UNECA	United Nations Economic Commission for Africa
UNISA	University of South Africa
UOFS	University of the Orange Free State
UP	University of Pretoria
UQP	Unit for Quality Promotion
URC	University Research Committee
US	University of Stellenbosch
USSA	University Sport South Africa
UVP	Ulster Volunteer Force
VANSA	Visual Arts Network of South Africa
VUT	Vaal University of Technology
WHOCCUH	World Health Organisation Collaborating Centre for Urban Health
WIL	work-integrated learning
Wits	University of the Witwatersrand
WRC	Water Research Commission

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

## **OVERVIEW: SCOPE AND BOUNDARY OF THE REPORT**

The scope and boundary of the University of Johannesburg's Annual Report is reflected in this section and is, firstly, guided by the Department of Higher Education and Training Regulations for Annual Reporting (compliance report) by Public Higher Education Institutions. Secondly, the principles of integrated and sustainability reporting are taken into consideration for the portfolio and divisional sections of this report.

The annual report covers the period of 1 January 2014 to 31 December 2014 and highlights development and performance for the calendar year. The report is available at [www.uj.ac.za](http://www.uj.ac.za). Any questions, queries and comments regarding this report should be directed to the Registrar, whose contact details are available on the University of Johannesburg's website.

The report is an overview of the core business of the University of Johannesburg (UJ), which is offered on the four campuses in Gauteng: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the Doornfontein Campus (DFC) and the Soweto Campus (SWC).

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

- the Regulations for Reporting by Public Higher Education Institutions;
- the principles reflected in King III on Corporate Governance, as applied to higher education institutions;
- the institutional Strategic Plan 2025 and predetermined objectives, as approved by Council and reflected in the UJ institutional Scorecard;
- the Institutional Risk Register approved by Council.

The annual report is presented in sections largely determined by the structure of the institution; however, the important cross-over themes of risk management, sustainability and transformation, as well as the six strategic objectives of the institution, are addressed both in dedicated sections and across the annual report.

## REPORT CONTENT

The report is divided into the following sixteen sections:

### SECTION ONE

#### ***Scope and Boundary of the Report*** \_\_\_\_\_ 13

- Overview, scope and boundary of the report
- Report content

### SECTION TWO

#### ***Performance Report Executive Summary*** \_\_\_\_\_ 19

- Chairperson of Council Report
- Vice-Chancellor and Principal Report to Council

### SECTION THREE

#### ***Statement on Governance*** \_\_\_\_\_ 43

- Overview
- Council and Council Committees' Governance Report
- Senate and Senate Committees' Governance Report
- Report of the Management Executive Committee (MEC)
- Student Representative Council (SRC) Report
- Student Services Council (SSC) Report
- Convocation Report
- Conclusion and way forward

### SECTION FOUR

#### ***Statement on Risk Management*** \_\_\_\_\_ 85

- Overview and Governance
- Policy framework
- Institutional risks
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- Report from the MEC Risk Management Committee (RMC)
- Report from the Audit and Risk Committee of Council
- Conclusion and way forward

### SECTION FIVE

#### ***Statement on Environmental Sustainability*** \_\_\_\_\_ 95

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- Energy management
- Water management
- Waste management
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### SECTION SIX

#### ***Institutional Forum Report*** \_\_\_\_\_ 103

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### SECTION SEVEN

#### ***Academic Teaching and Learning*** \_\_\_\_\_ 107

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- Focus
- Teaching and Learning strategy and policies

- Organisational responsibilities and governance
- Institutional academic performance
- Academic Development and Support
  - Overview
  - Academic Development Centre (ADC)
  - Centre for Psychological Services and Career Development (PsyCaD)
  - Centre for Academic Technologies (CAT)
  - First-Year Seminar (FYS)
  - Work-Integrated Learning (WIL) and service learning
  - UJenius Club
- Library and Information Centre
  - Operating context and governance
  - Risk management
  - Strategic focus and targets
  - Leadership
  - Conclusion and way forward
- Internationalisation
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  - Operating context, governance and risk management
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  - Looking forward

## **SECTION EIGHT**

### ***Research and Postgraduate Studies*** \_\_\_\_\_ 141

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## **SECTION NINE**

### ***Community Engagement*** \_\_\_\_\_ 151

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- Operating context and governance
- Risk management
- Strategic focus, activities and performance
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## **SECTION TEN**

### ***Faculty Performance*** \_\_\_\_\_ 159

- Overview and governance
- Faculty of Art, Design and Architecture

- Faculty of Economic and Financial Sciences
- Faculty of Education
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- Faculty of Health Sciences
- Faculty of Humanities
- Faculty of Law
- Faculty of Management
- Faculty of Science

## **SECTION ELEVEN**

### ***Stakeholder Engagement and Institutional Advancement*** \_\_\_\_\_ 231

- Overview
- Operating context, governance
- Risk management
- Strategic focus and targets
  - Marketing and Brand
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  - Community Engagement
  - Development and Fundraising
  - Arts and Culture
- Additional stakeholder engagement
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  - Internationalisation
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## **SECTION TWELVE**

### ***Transformation*** \_\_\_\_\_ 243

- Overview
- The Transformation Unit
- Institutional Transformation Plan
  - Theme One: Institutional culture
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  - Theme Three: Academic excellence
  - Theme Four: Employment equity (diversity management)
  - Theme Five: A student-centred and caring institution
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## **SECTION THIRTEEN**

### ***Student Life*** \_\_\_\_\_ 259

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- Student Affairs
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## **SECTION FOURTEEN**

### ***Management and Administration: Human Resources*** \_\_\_\_\_ 283

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- Governance
- Quality management

- Strategic focus and targets
- 2015 to 2025 targets
- Human Resources: internal focus
- Resource management and sustainability
- Leadership
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## **SECTION FIFTEEN**

### ***Management and Administration: Support Services*** \_\_\_\_\_ 303

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- Governance
- Policy framework
- Information Communication Systems
- Institutional Planning, Evaluation and Monitoring
- Unit for Quality Promotion
- Corporate Governance
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- Health and Wellness
  - Occupational Health
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  - Institutional Office for HIV and AIDS (IOHA)
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## **SECTION SIXTEEN**

### ***Financial Sustainability*** \_\_\_\_\_ 365

- Overview
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- Governance framework
- Financial risks and risk management
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- Financial performance
- Financial governance and revenue
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- Technology Transfer Office and Commercialisation
- Report: Chairperson Council Finance Committee
- Audited financial statements and UJ External Council Members' Remuneration

## **ADDENDUMS**

- UJ Council 2014 – Agendas, Attendance Registers and Minutes \_\_\_\_\_ 451
- Audited HEMIS Staff and Student Data 2014 \_\_\_\_\_ 628



**Kinta Burger (Prof.)**

Registrar



## STRATEGIC OBJECTIVES 2014 – 2025

The following six strategic objectives provide a focused means for realising the Vision, Mission and Values of the University. They further represent a re-working of the original Strategic Thrusts in the context of a wider positioning of the University as “The Pan-African” Centre for Critical Intellectual Inquiry, with the primary goal of achieving global excellence and stature.

### Strategic objectives

#### ONE

Excellence in Research and Innovation.

#### TWO

Excellence in Teaching and Learning.

#### THREE

International Profile for Global Excellence and Stature.

#### FOUR

Enriching Student-Friendly Learning and Living Experience.

#### FIVE

National and Global Reputation Management.

#### SIX

Fitness for Global Excellence and Stature.

## UJ INSTITUTIONAL SCORECARD 2014

STRATEGIC GOALS		Weight	Target	Outcome	Score (out of 10)	
<b>Research and Innovation</b>		<b>20%</b>			<b>8,73</b>	
1	1 Postgraduate output (Honours, Masters and Doctorates)		2 327	2 342	8,2	
	2 Postgraduate enrolments (Honours, Masters and Doctorates)		6 211	6 029	7,56	
	3 % permanent and fixed term academic staff with doctorates		37%	43%	10	
	4 Accredited research output units (year n-1)		900	897	7,9	
	5 Total citations (year n-1)		1 410	2 387	10	
<b>Teaching and Learning</b>		<b>20%</b>			<b>9,8</b>	
2	1 Enrolment profile by CESM category (SET)		31%	31,7%	10	
	2 Undergraduate output		8 730	9 566	10	
	3 % First-time entering undergraduate students with APS at least 35		28%	31,8%	10	
	4 Employability within 12 months		93%	93,6%	9,2	
<b>International Profile</b>		<b>15%</b>			<b>9,13</b>	
3	1 No. of international students		2 400	2 342	7,38	
	2 % international permanent and fixed term academic staff		12%	13,6%	10	
	3 Number of study abroad students (inbound and outbound)		250	341	10	
<b>Student Experience</b>		<b>15%</b>			<b>8,2</b>	
4	1 Percentage of first-year modules using hand-held devices for Teaching and Learning		80%	60%	7	
	2 % progress on library upgrade project		50%	40%	7	
	3 % progress on postgraduate and international student infrastructure project		50%	40%	7	
	4 Results of student satisfaction survey	Undergraduate	80%	85%	10	
	Postgraduate	75%	86%	10		
<b>Reputation Management</b>		<b>15%</b>			<b>8,67</b>	
5	1 Number of awards (national and international) and prestigious recognition		15	17	9,33	
	2 Number of externally funded Chairs		9	9	8	
<b>Fitness for Purpose</b>		<b>15%</b>			<b>8,78</b>	
6	1 Annual operating surplus/loss (in Rm)		-24,9	120	10	
	2 Council controlled reserves (in Rm)		1 091	1 238	10	
	3 Externally generated funding (in Rm)	Research		120	155	10
		Unencumbered		25	40	10
	4 Percentage black permanent and fixed term academic staff		36%	35,37%	7,69	
	5 Permanent and fixed term academic staff by rank (Professors and Associate Professors)		22%	21,8%	7,9	
	6 Reduction in carbon footprint		9%	7,4%	7,2	
	7 Culture survey results		74%	55,3%	7	
8 Governance review (by Council)		85%	88%	9,2		
<b>Total Weight and Score</b>		<b>100%</b>			<b>8,92</b>	

# PERFORMANCE REPORT EXECUTIVE SUMMARY

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## CHAIRPERSON OF COUNCIL REPORT

### MACRO OVERVIEW

The 2014 academic year heralded another successful year in the history of this fledgling academic institution. The University has continued on its mission to achieve its 2025 goals of global excellence and stature. These objectives have been packaged into a series of projects ranging from the establishment of unique centres of excellence and the appointment of distinguished visiting academics to placing considerable emphasis on improving the throughput rate by supporting students through an extensive tutoring system. In all of these projects, the University has not swayed from its commitment to providing access to students who, in spite of acceptable academic credentials, face severe financial challenges. To this end, the University once again provided substantial financial and personal support to needy students. There is no doubt that the tertiary education system at large is under huge stress, particularly with the growing pressures from an increasing number of needy students and the challenges facing the National Student Financial Aid Scheme (NSFAS) funding from government.

Council has noted with pleasure the way in which executive management has guided the institution along its path of transition to becoming a locally and globally recognised University of the 21st century. At the outset, Council wishes to commend the Vice-Chancellor for his outstanding leadership role. Professor Rensburg has, in his own inimitable way, stood at the helm of the institution, and in spite of an almost new executive team, has been able to further enhance the local and international status of the University.

The smooth running of the registration procedure, which has seen further features being added to what is considered to be a world-class process, is commendable. It is worth noting requests from international universities for insight into the methodologies and above all the elegant technologies, which are UJ in-house developments.

Interaction between Council and the executive has been mature and consistently professional. Both sides have played their respective roles and have respected the boundaries which define the oversight role that Council needs to play against the role of the executive in managing the day-to-day affairs of the institution. This is an important observation given that once again the academic year has been marred by an unfortunate set of circumstances that has seen conflict between the Vice-Chancellor and the Chairperson of Council at one of our South African universities.

## **OVERSIGHT**

Council continued its oversight role placing emphasis on the key deliverables, which are part of the compact Council entered into with management at the close of the 2013 academic year. It is pleasing to note that in all instances the University has either met or surpassed the key deliverables. In particular, the throughput rates have improved and the University has once again managed to achieve an improved performance in its research output.

A sample of outputs emanating from the oversight role that Council is expected to play is highlighted in this report, in line with the new reporting format, as required by the Department of Higher Education and Training.

## **REALIGNMENT OF COUNCIL**

In its interaction with the Vice-Chancellor, Council was alerted to a critically important document that highlighted some of the real challenges facing the institution as it moves towards its 2025 goals. In this document, the Vice-Chancellor provided insight into certain “wicked problems”, which, if not attended to in a systemic manner, will prevent the institution from reaching its targeted objectives. The document provided the starting point for a serious review of the role that Council needs to play as the institution moves into its second decade.

The year saw the establishment of an additional subcommittee of Council, namely the Council Membership Committee (CMC). This body has the primary role of reviewing the membership of Council and in particular, looking at vacancies and recommending to Council potential candidates to fill such vacancies. In addition, the CMC has, in its short lifespan, given much consideration to the governance role of Council, specifically to how the performance of Council and its subcommittees can best be evaluated. In particular it became clear that it was no longer acceptable for Council to solely look at the standard oversight metrics, but that Council should be equally concerned about seven cross-cutting drivers which need to form part of a re-designed agenda to be used by Council and all its subcommittees. These cross-cutting drivers include policy, strategy, performance monitoring, risk, innovation and sustainability.

The CMC also applied its mind to the processes Council has used to assess its own effectiveness. In this regard, it was decided to employ the services of the Institute of Directors (IOD) to conduct an independent evaluation of the performance of Council in terms of its stated mandate. The IOD report, while being highly complimentary of the role and effectiveness of Council, has highlighted a few areas which need attention and where further improvement can be made. In moving away from what is perceived to be a somewhat subjective review process to a more objective overview of the performance of Council, the CMC has recommended a phased approach to a new system of appraisal of Council and its committees.

Council, at its extended November meeting, gave consideration as to whether a council comprising 30 members is an effective way to govern the University. The CMC has been tasked by Council to look at reducing the size of Council and in so doing bringing the composition in line with King III. Council will consider a recommendation from the CMC to scale down the size to 20 members. This proposal recognises the need for inclusivity and representivity from key stakeholder groupings.

## **FINANCIAL INTEGRITY**

It is pleasing to note that once again, due to the diligence of management, the institution has been able to exceed its budget expectations. There is no doubt that the financial health of the institution, both from a cost control and expenditure perspective, as well as from the judicious management of reserves and trust funds, meets all of Council’s guidelines. Council has noted, however, that more attention will need to be placed in sourcing third-stream income. The University needs to be less dependent upon state funding.

## **RACIAL AND GENDER TRANSFORMATION**

The challenge facing all academic institutions in South Africa is transformation in its broadest sense and, more specifically, issues relating to racial and gender equity. There is no doubt that there is a war for talent, which is placing stress on all Universities which are striving to meet their transformation targets. Council, together with

executive management, has set specific equity targets. To this extent it is pleasing to note that 2014 resulted in an improved situation in terms of racial equity, and Council recognises the fact that management is constantly striving towards recruiting and promoting women of academic standing.

Council is cognisant of some of the realities facing specific faculties which, in spite of laudable efforts, have not been able to achieve their equity targets. To this extent, Council is sympathetic to the notion that in particular disciplines the availability of both black and women academics of standing is a rarity. For example, the Faculty of Engineering and the Built Environment has particular challenges in this regard.

In terms of the above, Council supports management in its unwavering requirements for none but the highest academic credentials being a requirement for appointment to senior academic posts. It has been noted that the Minister of Higher Education and Training has expressed serious concern about appointments taking place in some of the universities which have effectively “downgraded” the stature of professorships and senior appointments. Management continues in its untiring efforts to improve on the imbalance – a reality that currently exists in all academic institutions in South Africa. In particular the laudable project, whereby the University has embarked on a deliberate programme to “grow its own timber”, is progressing well, and the drive to improve the qualifications profile of existing academics is achieving important results.

## **LOCAL AND GLOBAL RECOGNITION**

The year under review has once again highlighted the increasing recognition of the University of Johannesburg as a leading academic institution within South Africa, as well as within the African continent and globally. Council has expressed its gratitude to the Vice-Chancellor in terms of his personal efforts to create vital local and global partnerships. Further, it is with pride that we note that the Vice-Chancellor has been singled out for specific projects within the Department of Higher Education and Training, as well as having been invited to present keynote addresses at a number of important global forums involving notable universities. In all of these endeavours, the institution has gained in stature. There have been a number of follow-up visits by members of the executive leadership group to build on the foundations laid by the Vice-Chancellor. These visits are starting to bear fruit by creating viable partnerships in a range of disciplines.

## **UNIVERSITY CHAIRS OF COUNCIL FORUM (UCCF)**

The Chair of Council continued to play a leading role in the deliberations of the University Chairs of Council Forum (UCCF). This body has been established to act as an interface between university Chairpersons of Councils and the Minister in the Department of Higher Education and Training. It has been recognised by both the Ministry, as well as the Forum, that there are certain issues which the Minister and Chairs of Council need to engage on. During the year, the UCCF was part of role clarity discussions with the Vice-Chancellors’ Forum, Higher Education South Africa (HESA). HESA expressed concerns about the issues that have been discussed between the UCCF and the Ministry. Both parties have agreed that caution needs to be exercised so that there is no role overlap or role conflict. Subsequent to these deliberations, both parties have agreed upon a document clarifying territories, roles and accountabilities.

## **FIRST DECADE OVERVIEW**

It is fitting at this juncture to reflect on the first decade of existence of the University of Johannesburg. The sceptics who only saw a doomed merger ahead have been proved wrong. To this extent, the growth in ranking status of the institution, both locally and internationally, is significant. UJ is now firmly on the radar as a key player. Council wishes to place on record its profound appreciation to the leadership group who have pushed the boundaries to create an institution that can now look forward to its second decade with great anticipation.

Many significant obstacles towards the effective integration of three disparate academic institutions have been overcome. It is noteworthy that the concept of UJ is now well entrenched in the minds of all academic and support staff. Further, the alumni of the previous institutions now talk openly of UJ as their new academic home. All of these achievements have been attained due to considerable effort, sound judgment and extreme patience.

Here is a true role model of a modern university that has set itself apart and has entrenched a value system that ensures that it keeps its promise of being relevant in meeting the challenges facing a country in transition.

Council believes that the foundations that have been prepared during the first ten years will ensure that the University will continue on its growth path of being uniquely positioned to providing a home for world-class academics and students in an environment of excellence and relevance.

## **APPRECIATION**

By their very nature, universities are complex organisations requiring unique managerial and leadership skills. The year under review has been a particularly challenging year but in spite of this, the University has continued on its growth path, further entrenching its position as a leading academic establishment. Navigating through the complexities has required dedication, commitment and, above all, sheer tenacity. Council wishes to express a deep sense of gratitude to the Vice-Chancellor, who has played a leading role in crafting a vision for the future and has ensured that he and his executive management team have been able to deliver on the agreed outputs. There is an unrelenting quest for driving excellence and this is manifested in the University surpassing all expectations.


All of this could not happen without the commitment, support and sound advice and judgement provided by the Council. I wish to express my sincere gratitude to our Council who have taken ownership of the UJ 2025 vision and who have unselfishly given of their time.

A handwritten signature in black ink, appearing to read 'Roy Marcus', written in a cursive style.

**Roy Marcus (Prof.)**

Chairperson of Council

# VICE-CHANCELLOR AND PRINCIPAL REPORT TO COUNCIL



I write this report with great pride at the strides that the University has made during the year under review towards its 2025 vision. In this regard, I am pleased that the University has once more made excellent progress, and I am confident that, given its now well-established focus and momentum, the University of Johannesburg (UJ) will continue to exceed expectations.

I am deeply grateful to the Council, under Professor Marcus' guidance, for its passionate stewardship; Senate for its principled companionship and academic wisdom; the Institutional Forum and the Student Representative Council (SRC) for their respective partnerships; and to my colleagues on the Management Executive Committee (MEC) and the broader Executive Leadership Group (ELG) of executive deans and directors for their partnership within, commitment to and investment in the UJ vision and mission and to our national goals for higher education. Our progress is made particularly prominent by the continued passion and dedication of our Chancellor, Professor Njabulo Ndebele, and also that of the heads of academic schools and departments, directors and senior managers of our professional and support divisions, the leaders of our student and staff labour organisations, and our staff and students.

Reflecting our global excellence and stature, during 2014, we sustained our Top 4% ranking in the QS Rankings, our Top 100 QS BRICS ranking (ranking 63rd), and achieved, for the first time, QS Top 200 subject rankings for Law, Education, Politics and International Relations, English Language and Literature, and Geography. These achievements, when placed alongside our extraordinary contributions to widening and deepening university access, and to transforming, diversifying and building the professions and vocations of our nation are, frankly, stupendous. UJ manages, remarkably, to achieve accessibility and excellence as one determined, honed and passionate drive.

In a further important development, reflecting Council's desire to elevate its fiduciary and governance roles to that of global excellence and stature, Council established a new Council Membership Committee to review the effectiveness of Council and to advise Council on membership-related matters. As a consequence of the advice of the Council Membership Committee, Council revised its performance review process to supplement collective performance reviews with an externally facilitated review of a sample of councillors. This review is to be completed in early 2015 and, combined with the outcome of the Council deliberations at its November 2014 strategy meeting on its effectiveness, membership and committee architecture, will inform how Council will operate in the future, and may require revision of the University of Johannesburg Statute. In the process, Council and the UJ management and staff will become a singular force, aspiring to a singular, dramatic, strategy-led success.

In order to further improve the University's responsiveness to staff, students and the public, Council approved the establishment of the Office of the University Ombudsman. The Office provides a confidential, objective and independent environment where students, employees, alumni or members of the public can raise academic

and administrative concerns. The Office gives these issues appropriate attention and resolves matters in an inexpensive, expeditious and effective manner. Importantly, the Ombud's Office does not replace or supersede other University grievances, complaints or appeal procedures and complainants must ensure that all prescribed internal avenues have been exhausted. Council subsequently appointed Mr Mavuso Msimang as the University's first Ombudsman.

I remain privileged and honoured to continue to make many personal contributions to UJ's evolution into a great University. I am indebted to Council for our extraordinary partnership, one that differentiates UJ. I am also grateful for our shared passion for the University's continuous renewal and innovation, so essential for UJ's further development and for our nation's progress and prosperity. In this regard, I wish to extend my sincere appreciation to our Registrar, Prof. Kinta Burger, for her important stewardship of an effective and globally benchmark-setting Council committee service and academic administration.

## **2014: Year of transition to 2025 Strategic Plan**

At UJ we have a single passion: the provision of every possible and conceivable resource and opportunity to mould and guide graduates who have every right to be confident because they are superbly informed, independent minded and innovative to the core. And our students are our family: we provide an enjoyable, safe, caring, supportive, intellectually stimulating and technologically savvy environment, and a host of sports, arts and cultural activities.

Our nine faculties excel in the range and quality of our cutting-edge programmes, covering the entire spectrum from undergraduate diplomas to doctoral degrees, each designed for perfect career placement. No less than 93% of our students are employed within 12 months of graduation, and in the brief ten years of our existence as UJ, our graduates are already leaving their mark in their tens of thousands, in all aspects of South African life and beyond, and as we diversify our nation's professions and leadership cadres.

UJ has made remarkable progress in our first decade. We have seen research publication output triple to almost 900 units; graduate output grow in leaps and bounds from 10 079 to 12 273 annually, and to 107 721 over the course of our first decade; our direct improvement of the skills base of business, industry and society as we work annually with more than 7 000 employees; our growing the number of black academics by 61% (from 244 to 393) and international academic staff by 600% (from 23 to 149); our increase in the percentage of black students from 71.6% (32 619) to 90.5% (44 066); and our increase in the percentage of first-year undergraduate students coming from Quintile 1 and 2 schools (that serve the poorest in our nation) from 15.2% (655 students) to 28.3% (1 922 students). However, at UJ we constantly examine our progress, and the reasons for this are, so that we can continue to elevate our already extraordinary contribution to our nation's progress and to our global stature, and so that we can sustain the University for the future.

In this regard, 2014 is a transition year that is the watershed between the end of our first decade and the beginning of our second decade, in preparation for which our Council, at the end of 2013, approved our new 2025 Strategic Plan. Thus, 2014 was the year of transitioning our culture and traditions in line with the 2025 Strategic Plan. This is work that will continue over the next two to three years, as we further elevate UJ's national and global excellence and stature.

The Vice-Chancellor's Office was strengthened by means of the appointment of a Senior Executive Director, Ms Tumi Mketi, who took responsibility for strategic planning, and, working with the Deputy Vice-Chancellor: Academic, Prof. Angina Parekh, reviewed and updated the Council-approved 2025 Strategic Plan. Ms Mketi also coordinated the development of the 2015 Annual Performance Plan, which provides a scorecard for annual institutional performance monitoring and reporting to Council and the Department of Higher Education and Training, and which now replaces the University's long-established annual Institutional Scorecard.

Our efforts to elevate our global excellence and stature were also extended to embrace our alumni through the launch of a new alumni mobilisation programme, as well as a new brand, marketing and communications campaign to reflect the transition.

### ***The 2025 Strategic Plan, and the 2014/15 Institutional Scorecard and key performance indicators***

In order to steward, monitor and review institutional progress, the Council has in place a well-established tradition of predetermining short- and long-term institutional goals. The former are captured in the annual Council-approved Institutional Scorecard, which is externally audited, while the latter are captured in the 2025 Strategic Plan. Furthermore, to work purposefully towards reaching these institutional goals, the University has a well-established system of performance contracting, incentivisation, monitoring and reporting of and by its executives, senior and middle managers, supervisors and all other members of staff. In fact 98% of all staff now have a performance contract to inform and steward their respective roles in relation to the UJ Strategic Plan 2025, and this will be extended to cover all staff.

For 2014, and in line with the six strategic objectives of the 2025 Strategic Plan, the Institutional Scorecard includes six key performance areas. The Institutional Scorecard also includes 26 key performance indicators, their respective weightings and measurement units and their score or actual performance. Notably, the 2014 Institutional Scorecard continues our shift from input to output indicators in a number of instances. Overall, the University's achievement is pleasing, with 20 of 26 targets achieved or exceeded.

As we demonstrate in the Scorecard, there were 13 areas of relative overachievement: postgraduate output (honours, master's and doctoral); undergraduate output; percentage permanent staff with doctoral qualifications; total citations; enrolment profile by CESH category (SET); percentage of first-time undergraduate students with APS > 35; employability within 12 months of graduation; percentage foreign academic staff; results of student satisfaction survey – undergraduate; results of student satisfaction survey – postgraduate; annual operating surplus; externally generated funding – research; and Council's MEC Governance Review.

On the other hand, there were seven areas of relative underachievement: honours enrolment; number of international students; percentage of first-year modules using handheld e-devices for teaching and learning; percentage progress with library upgrade; percentage progress with postgraduate and international student infrastructure projects; academic staff by rank; and reduction in carbon footprint.

### **A review of key institutional-level issues**

2014 was the first year of implementing our new 2025 Strategic Plan, with its focus on further catapulting UJ's national and global excellence and stature. Considerable effort was put in and even more will be expended over the next three years to achieve alignment between our most important asset – our people – and the plan.

#### ***Crisis in the National Student Financial Aid Scheme***

2014 kicked off with a one-day student protest relating to a call for a significantly enhanced state loan programme (the National Student Financial Aid Scheme, or NSFAS), since a very high number of students were simply unable to receive loans, resulting in their exclusion from UJ and other universities.

At UJ we continue to engage with our peer institutions to find solutions to this national student finance crisis. Parallel to these national efforts, UJ in 2014 once again topped up its NSFAS allocation to R46 million, thus allowing almost 1 000 senior and final-year students to continue or complete their studies. UJ funds also enabled 3 500 students to receive a balanced meal twice daily, while our free inter-campus buses ferried close to 15 000 students daily from their off-campus private accommodation to our various campuses. The University was also able to raise an additional R20 million in bursaries, resulting in a further 400 indigent students continuing or completing their studies.

#### ***Inaugurating the Gloria Sekwena Gate***

Our moving renaming ceremony of the Auckland Park Bunting Road (APB) Campus main gate to the Gloria Sekwena Gate memorialised a fallen mother's struggle for access. Ms Sekwena, herself a UJ graduate, died during a stampede on 10 January 2012 as she stood at the front of a late application line where she was seeking



to enroll her son for undergraduate studies. A major and lasting consequence of her death has been that UJ no longer accepts walk-in late applications, and our automation of the late applications process is now a well-established and recognised national and global benchmark.

### ***New, modern Engineering and Health Sciences facilities opened at the expanded Doornfontein Campus***

During the first term of 2014, we took occupation of the new, modern and world-class facilities on our expanded Doornfontein Campus (DFC). This has allowed the Faculty of Health Sciences to consolidate all of its programmes and staff on this campus, having previously operated from the Doornfontein and Auckland Park Kingsway campuses. With the purchase and modernisation of the Perskor building, which is now linked via a skywalk to the main Doornfontein Campus, the Faculty of Engineering and the Built Environment has also taken occupation of a new world-class facility.

### ***Phasing in the use of e-tablets/devices in teaching and learning***

In an important breakthrough for technology-assisted learning and teaching, as the first African university to take this step, we made significant progress with the introduction of the use of e-tablets/devices in learning and teaching for all our first-year undergraduate students. The University provided free e-tablets for some 2 500 indigent students (of a first-year class of 10 800 students). Lecturers were provided with workshops on the use of the e-tablets/devices in the lecture halls and the integration of technology into e-learning. In some areas, the use of technology in lectures was high, with information sharing at 82% and communication at 74%, while the average use of the e-tablets/devices by lecturers was at 60%. More intensive surveys among both students and staff in the first semester of 2015 are expected to indicate more vigorous implementation of e-teaching and e-learning. This remarkable shift towards e-learning was also made possible due to the phased expansion, beginning in 2011, of free Wi-Fi access in lecture halls, laboratories, libraries, residences, student centres and other designated areas.

### ***Staff establishment***

By the end of 2014, the University had 3 127 permanent staff (2013: 3 029), of whom 1 111 were academic (2013: 1 024) and 2 016 were professional and support staff (2013: 2 005). Of the permanent academic staff, 35.4% were black (2013: 33.7%) and 13.4% foreign (2013: 11.5%). Total staff with disabilities was 0.76% (2013: 0.43%). Academic staff with doctoral qualifications improved to 452 (2013: 441), as did academic staff with master's qualifications to 444 (2013: 441). Temporary staff totalled the equivalent of 2 400 FTEs, comprising of 655 academic staff and 1 745 professional and support staff.

### ***Biennial Staff Culture Audit***

In 2014 we conducted our fourth biennial Staff Culture Survey, which provides us with important insight into what we are doing well and where we must improve. This survey has been an important undertaking – one that only a few other universities of our size and complexity in South Africa and internationally have attempted.

The survey shows that a high percentage of respondents support the UJ values, mission, vision and strategic objectives. Close to 80% of all staff enjoy being at work, feel proud to be working at UJ, and promote UJ as an employer of choice. The majority of staff (78%) said that they have the required equipment to do their daily work. Work-related conversations take place in a language with which staff are comfortable (75%). Diversity is actively promoted at UJ and staff acknowledge that UJ's core business is enhanced by a diverse staff complement. Staff also reported that they are being treated with respect by their colleagues. Staff acknowledge that values such as independent thinking, creativity and academic freedom are also highly valued at UJ.

Importantly, staff also shared their negative experiences. Specifically, staff say that they observed or were aware of instances of blaming others for incidents; of 'back-stabbing'; of stereotyping people; 'bullying'; humiliation, verbal abuse and harassment of staff; rank-pulling; and victimisation by managers. The issue of trust also remains an area of concern. I am obviously deeply troubled about these negative experiences since it is these

experiences that result in escalating staff turnover and alienation. These unacceptable practices and behaviors, which must be rooted out, also prevent staff from giving their very best, and limit the University's ambitions of reaching even higher levels of global reputation and stature. Accordingly, the entire Executive Leadership Group has been tasked to introduce remedies to turn around staff's negative experiences.

### ***Building and diversifying our academic core***

We have launched several important staff development and diversification programmes, including the academic staff qualifications programme that is focused on expanding the percentage of staff with doctoral qualifications from 43% to 60% by 2020. This programme also includes mentoring to enable these staff members to achieve promotion to senior lecturer status. A second programme is focused on accelerating the expansion and diversification of the professoriate, with 60% of participants being black and 60% being female academics. A third programme is focused on improving postdoctoral supervision and the subsequent research outputs.

### ***Enrolment planning and monitoring***

2014 was the first year of the new five-year enrolment planning cycle which outlines headcount enrolments by qualification type, by field of study (or CESM category), mode of delivery, race and gender, among other dimensions that were approved by our Council as our contract with the Department of Higher Education and Training (DHET).

Total enrolment reached 49 527 against a target of 48 890 or 101% of target. Undergraduate enrolment reached 42 532 against a target of 41 913 or 101% of target, while postgraduate enrolment reached 6 995 against a target of 6 976. Specifically, master's and doctoral enrolments reached 3 207, exceeding the target of 2 950 by 257, which was a pleasing outcome, and which more than compensated for a slight drop in the postgraduate-below-master's category.

### ***Teaching and learning excellence: sustained improvement in student success and graduate output***

Turning to the 2014 undergraduate module completion performance, I am pleased to report that, under the leadership of Professor Angina Parekh, it is yielding ever improving and exceptional performance. This is largely due to our excellent support system for our undergraduate students, such as the First-Year Experience Programme, backed by an extensive tutor system of some 2 600 tutors and senior tutors, and a strong focus on learning. The improved undergraduate success rates should also be seen in light of an improvement in the applicant pool with higher APS scores, as well as higher admission requirements in some programmes. The proportion of first-time entering students with an Admission Point Score (APS) of 35 and higher, i.e. students who average a 70% or better matric performance, increased significantly to 31.8% in 2014, from 25.7% in 2013 and 24.5% in 2012, with the highest percentages being recorded for Law (75%), Engineering and the Built Environment (45.7%), Sciences (41.5%) and Economic and Financial Sciences (42.7%).

2014 undergraduate module completion rates have now reached a new high of 84.6% (up from 83.3% in 2013 and 82.1% in 2012). Overall module completion rates, inclusive of postgraduate studies, also reached an all-time high of 83.3%. Our commitment to accessible global excellence was boosted recently when one of our students, Charmaine Hlongwane, who came through the extended bachelor's degree programme, completed her Master's in Historical Studies. Not only did she complete her master's successfully, she passed with distinction, with two international assessors.

Success rates per population group is another of our great accomplishments. For degree offerings, improvements in 2014 relative to 2013 were 1.9% for African (now at 83.7%), 1.1% for coloured (now at 83.5%), 3.2% for Indian (now at 87%), while a decline of 0.2% was evident for white students (now at 87.9%). In the period 2011 to 2014, increases in the success rates of degree offerings of 7%, 5.6%, 8.2% and 2.8% were evident for African, coloured, Indian and white students respectively.

Success rates per population group for diploma offerings showed improvements in 2014 relative to 2013 of 1% for African (now at 85%) and 7.4% for Indian (now at 88.4%), while a decline of 0.2% and 1% respectively is evident for coloured (now at 83.7%) and white (now at 87.3%) students. In the period 2011 to 2014, increases in the success rates of diploma offerings of 4.4%, 4.4%, 6.6%, and 0.8% were evident for African, coloured, Indian and white students respectively.

The important consequence of this vastly improved undergraduate module completion performance is ultimately measured by the changes in graduate output. In this regard, total graduate output has reached a new peak of 12 273, up significantly from 10 079 at the beginning of our first decade. Most impressive is the growth in undergraduate degree output, rising 74% from 3 514 in 2005 to 6 109 in 2014. Thus UJ's graduation rate has improved significantly over its first decade, and this wonderful outcome is the direct result of the extraordinary efforts of our passionate and committed academics and professional support staff.

Another means of considering progress is to examine the progress of successive student cohorts from entry to termination or completion of their undergraduate studies, in order to see how many complete their qualification in the regulated time, and whether or not this trendline is improving. In this regard, for our three-year undergraduate degree programmes, our regulation time completion has improved from 22% in 2009 to 31% in 2013, while in the instance of four-year undergraduate degrees this is stable at 32%.

Regarding undergraduate three-year diploma programmes, regulation time completion improved from 20% to 25% in the same period. The reason for the particularly low outcome for three-year undergraduate diploma programmes is that students who enroll for diploma programmes must complete their approved work-integrated learning prior to graduation, for which opportunities are unfortunately in very low supply due to the sluggish performance of the economy.

In this regard, and with the support of the DHET and the National Skills Fund, the University has now established an extensive and approved in-house facility on our Doornfontein Campus to remedy the situation. Our performance must be compared against recent cohort studies that showed national regulation completion times, excluding the University of South Africa (Unisa), of 29% for three-year undergraduate degrees, 36% for four-year undergraduate degrees and 20% for three-year undergraduate diplomas. These are disappointing sector-wide outcomes, reflecting a high student dropout or non-completion rate due to various factors, notably inadequate funds to continue studies, poor programme selection by students (due to poor career counselling), inadequate preparation for university due to a poorly performing school system, and programme structural concerns. With regard to the latter, the Council on Higher Education (CHE) has recently completed an important study that advises that three-year undergraduate programmes be restructured to four-year undergraduate programmes.

### ***Consolidating research excellence***

UJ's research output is here reviewed against the DHET-accredited publications list for research output subsidy purposes and to measure national performance against peers. It is also reviewed against the SCOPUS list of international accredited publications, which is used for assessing institutional performance and impact against global peers, as well as for ranking universities by the two major ranking agencies, namely, QS and Times Higher Education.

In respect of the DHET publications list, UJ improved its output to 897 units (from 874 the previous year), an improvement of 2.7%. This slowdown against the significant growth of previous years must be viewed against the significant improvement of 34.5% recorded at North West University (NWU), having increased their publications output significantly from 869 units to 1 169 units. Our progress must also be viewed against that of the most productive university on the DHET publications list, namely, the University of KwaZulu-Natal (UKZN), which, unlike UJ and NWU, has a highly productive medical school, which improved its output from 1 424 units to 1 627 units (14.2%).

Since 2008 we have achieved a steady increase in accredited research, almost doubling this in five years, and we currently contribute a notable 7% of national research outputs on the DHET publications list. The accredited

research output units from 2009 to 2013 are shown in the table below. Early indications are that the research output for 2014 will exceed 1 000 units.

<b>Year</b>	<b>Books/Chapters</b>	<b>Proceedings</b>	<b>Journals</b>	<b>Total</b>
<b>2009</b>	12.13	42.05	412.64	<b>466.82</b>
<b>2010</b>	22.61	72.54	515.75	<b>610.90</b>
<b>2011</b>	75.88	86.97	637.99	<b>774.83</b>
<b>2012</b>	31.36	103.91	738.64	<b>873.91</b>
<b>2013</b>	58.8	182.5	656.1	<b>897.42</b>

Turning to the SCOPUS publications list, UJ's performance for the three-year review period, 2012 to 2014, reflects an output of 3 018 publications (down 3.6%, cf. NWU: 2 338 publications on this list reflecting the domestic versus international focus of their publications). UJ's 1 460 active researchers (up 13.7% from 2013) produced 9 325 citations with a 1.26 field weighted citation impact (which measures 26% higher than the world average). Noteworthy is that 17.2% of our publications are listed among the top 10% most cited publications. Consider that in respect of SCOPUS, the University of Cape Town (UCT) outnumbers UKZN with 7 711 publications versus 5 524 (here reflecting UCT's stronger international focus), with the University of the Witwatersrand (Wits) lying second at 5 483 publications. Consider also that UCT's citation count is almost double that of UKZN at 28 905 versus 13 376. Wits has the second highest citation count at 23 285. Interestingly, with UJ's citation count at 9 325, NWU's citation count is only 3 392. Also noteworthy is that UJ's citation count per publication of 3.1 ranks third among South African universities, with Wits first at 3.8 and UCT second at 3.7. This last indicator attests to the superior impact of UJ's research outputs.

In 2014, the total number of postgraduate students increased by 3.11% (actual enrolment increased from 6 783 in 2013 to 6 994 in 2014), while total postgraduate output increased by 2% to 2 709 in 2014 (2013: 2 658).

Internal funds accounted for 38% of total research expenditure while external income accounted for 62% of research expenditure, compared to the previous year of 40% and 60% respectively. Overall, total research expenditure increased to R153 million compared with R138.85 million last year. External income from the NRF increased by 65% from R52.14 million to R86.21 million.

In respect of research partnerships, under the leadership of Professor Tshilidzi Marwala, 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. The University continues to nurture its existing national and international partnerships with various national private and public institutions, and with institutions in the rest of the African continent, Europe, North America, Brazil, India and China.

An important portent for future research output is that at the end of 2014, UJ had 142 academics rated by the National Research Foundation (NRF), up from 133 in 2013, and significantly up from 67 just five years ago. Moreover, we have submitted a further 27 new NRF rating applications, and if all are successful, our expectation is that at the end of 2015 our total NRF-rated academics will stand at 167, bringing us closer to our 2020 goal of 200 NRF-rated academics. Furthermore, the number of postdoctoral research fellows increased in 2014 to 144 as compared to 116 in 2013.

Given the globally renowned research contributions and stature of our Earth Sciences Research Group, in 2014 UJ was awarded the distinguished DST/NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis.

A further exciting development is the establishment, with the National Youth Development Agency, of a national epicentre for research and policy advocacy for young people. It is expected that this research institute will become active during 2015.

### ***International faculty reviews***

As part of our plan to elevate the stature and excellence of our faculties, two faculty reviews were conducted in 2013. With regard to the international review of the Faculty of Health Sciences, four focus areas were subsequently identified for development, namely, enhancing research output, with the aim of achieving 90 accredited research units by 2020, for which a Faculty Twelve-step Plan is currently being implemented; enhancing internationalisation, which is currently driven by increasing the number and quality of international partnerships; revising and adding new programmes to enhance the Faculty's programme qualification mix, which is currently underway with a particular focus on achieving greater international exposure in terms of enrolment and cooperation; and the development of a medical school, for which work progressed during 2014, and will continue into 2015.

With regard to the international review of the Faculty of Humanities, important initiatives are focused on providing greater support for small departments, such as languages, with a special focus on establishing common research themes. Additionally, the staff/student ratio in some large departments is receiving attention, while the resource needs of the departments offering professional degrees are being addressed. The appointment of an Executive Dean is expected to galvanise progress towards implementing the recommendations of the international Review Panel.

Two further international faculty reviews were conducted in 2014. In the instance of the Faculty of Management, the international Review Panel commended the Faculty for the comprehensive nature of its programme mix, which it deemed to align with South African needs. The Review Panel identified the need for the inclusion of far more Pan-African content in the programmes; proposed that the Faculty of Management be transitioned into the Johannesburg Business School (JBS); emphasised the importance of a strategic focus on fostering a lively research culture, developing Pan-African research as a major theme, and enhanced networking and marketing efforts to build interest in the Faculty's teaching offerings in Africa; international student exchange; the development of diploma programmes with a strong vocational focus; and the building of excellent relationships with industry across all disciplines. All of these recommendations are now receiving attention.

With regard to the Faculty of Economic and Financial Sciences, the international Review Panel commended the Faculty for its significant contribution to the development of human capacity and the transformation agenda of South Africa, as well as the excellent quality of teaching at undergraduate level confirmed by all the disciplines in the Faculty ranking among the top seven in South Africa. The Review Panel recommended that, as a matter of urgency, the Faculty should develop a strategy for transitioning from an almost singular focus on undergraduate education to offering a more balanced portfolio of undergraduate programmes; specialist, professionally oriented and fee-generating master's programmes; and research-training master's and doctoral programmes. In addition, the Review Panel recommended the appointment of a Vice-Dean for Research to build collaborative research partnerships and student exchange opportunities internationally with brand-enhancing universities; to redesign the PhD programme; to build research capacity and competence within the Faculty and to attract PhD students; to launch a vigorous visiting professor programme; and, more generally, to lead and invest in building intellectual capacity. The Review Panel also recommended that the Faculty develop an internship programme in conjunction with leading employers for its brightest students. All of these recommendations are now receiving attention.

### ***Progress with implementing our Global Excellence and Stature Programme***

The Global Excellence and Stature Programme comprises several catalytic projects that are aimed at specifically elevating UJ's flagship programmes, and more generally to elevate UJ's teaching and learning, research and professional/support services.

Firstly, in respect of the appointment of senior tutors from the GES Fund, 28 of 85 were appointed in 2014, of whom 50% were black/Indian/coloured. This poor uptake of the available vacancies is likely the result of full utilisation of the larger but separate Strategic Tutor Fund that terminates at the end of 2015. For 2015, a further 29 candidates have been selected, subject to evidence that they have been registered for a master's programme.

Secondly, in respect of the appointment of assistant lecturers, especially within the University's flagship programmes, by the end of 2014, 49 (of 50) assistant lecturers were appointed (following one resignation), of whom 62% were black/Indian/coloured. All were evaluated, and 47 assistant lecturers were re-appointed for 2015, meaning that the 2014 cohort achieved great success. For 2015, a further ten posts are available, and nine appointments have thus far been made, subject to them demonstrating that they have registered for either a master's or doctoral qualification.

Thirdly, in respect of the award of distinguished master's and doctoral fellowships, 44 of 46 awards were made. Fourthly, in respect of the award of (additional) postdoctoral fellowships, 26 awards were made in 2014, and a further 23 in 2015, exceeding the allocation of 40 for both years. Fifthly, in respect of the appointment of distinguished professors, progress has been slow, especially with respect to the recruitment of top international professors. Thus far, three distinguished professors and one director of a flagship institute have taken up their respective positions. The appointments of a further three distinguished professors are under negotiation.

Sixthly, in respect of the appointment of visiting distinguished professors, this has gone more smoothly, with 22 having already accepted their appointments. Seventhly, in respect of office and residential accommodation for post-doctoral fellows and visiting professors, the new office accommodation is regrettably incomplete, while progress is being made with upgrading existing and newly procured University houses.

As part of our global excellence and stature programme, the University successfully hosted two Nobel Laureates in conversation with students and staff. This event, hosted by our Johannesburg Institute of Advanced Studies (a partnership with Nanyang Technological University) saw Professors Klaus von Klitzing (Nobel Prize for Physics, 1985) and Robert Huber (Nobel Prize for Chemistry, 1998) convincingly argue for far more investment in Africa's science and technology enterprise. The conversation was made possible due to the generous support of MINTEK.

### ***Launch of semi-commercial photo-voltaic plant***

It is with considerable relief that I can record that, following a decade of development, our joint UJ-state investment in thin film photo-voltaic solar panels has moved to a semi-commercial production stage with the launch of the new plant in Stellenbosch. This development now allows us to engineer the production process to full commercial efficiency levels of at least 12%, which is the requirement for establishing a fully commercial plant. Importantly, under the leadership of Prof. Roy Marcus, Chairperson of Council, and Mr Jaco van Schoor, Deputy Vice-Chancellor: Finance and Commercialisation, work with the national and Gauteng governments to secure agreements is now at an advanced stage, which is the second and final requirement that will enable us to go fully commercial. These are important developments since this UJ-bred technology is the only domestically produced innovation in solar energy generation, and which is more than 90% locally produced.

### ***Staff and student community engagement and voluntary service***

Through our many community engagement activities, UJ makes a significant contribution to the social, economic and educational development of communities in Johannesburg and beyond. This work is constantly reviewed and guided by the University's Community Engagement Advisory Board.

Through our annual Nelson Mandela Day programme, we continue to make a significant impact on our surrounding communities, and in 2014, more than 2 000 members of staff, students, alumni and our community partners participated in a range of community development activities at Helen Joseph, Charlotte Maxeke and Chris Hani Baragwanath hospitals. In 2014 the Faculties of Health Sciences and Humanities, together with their community-based partners, were winners of the annual Community Service Recognition Awards.

Faculty-based flagship community engagement projects include wood stove development for rural areas (Faculty of Art, Design and Architecture), orphanage support (Economic and Financial Sciences), school reading programmes (Education), the empowerment of women in engineering and the built environment (Engineering and the Built Environment), community development in Riverlea (Health Sciences), community development in Sophiatown (Humanities), the Law Clinic across Johannesburg/Soweto (Law), community progress through

entrepreneurial-based projects (through ENACTUS, Management), and the Science Centre at the Soweto Campus (Science).

An important part of the UJ student culture is the generous and selfless provision of service in our community. Students' understanding of what it takes to solve complex problems and the importance of adding value to the lives of others is continuously grown through formalised, longer-term community engagement projects. One such encouraging community engagement initiative, in partnership with ENACTUS, involves over 2 000 undergraduate volunteers who are touching the lives of thousands of people.

Thus, in 2014, 8 513 volunteer champions (up from 7 151 in 2013) proactively gave of their time and skills to our external communities, mainly through non-governmental, not-for-profit and community-based organisations, whose projects are registered with the University. Students participate in a range of outreach projects such as providing food and clothing donations, providing toiletries to children from orphanages, renovating and painting community service homes, providing learning materials to pupils in the surrounding schools, Saturday schools tutoring for Grade 12 learners, promoting a culture of debate and dialogue in schools, revamping and establishing school libraries and implementing various hospital projects.

### **Expanding internationalisation**

Internationalisation is central to our vision of being "an international university of choice, anchored in Africa, dynamically shaping the future". International staff reached 13% of total staff against the target of 12%; international student enrolment narrowly missed our target enrolment of 2 400, reaching 2 307; international partnerships picked up, mainly in terms of quality and activity, with the notable participation of UJ in the activities of the prestigious Universitas 21 network; and a record 279 students and academic scholars participated in the study abroad mobility programme encompassing semester-long student exchange, faculty-led programmes, short learning programmes and conferences, and a set of new executive courses with our major partners. Of these students and academic scholars, 133 were involved in outbound programmes while 146 were involved in inbound programmes.

Marketing and recruitment of students was carried out across ten countries on three continents, enhancing the profile of the University, as well as opening up real opportunity for extending the scope of our international feeder countries. These efforts resulted in the ten-fold rise of new applications, with several new countries represented among applicants. Also, during 2014, improvements to the international admissions process were put in place, including automated emailed admission and decline letters, and a five-day turnaround time on applications.

Following in the footsteps of US President Obama in 2013, the President of Ireland, Michael Higgins, visited the University and delivered an inspiring address to our students and staff at the Soweto Campus. Two significant international conferences were also hosted by UJ: the 8th African Institute of South Africa Conference (AISA) that focused on the theme *Africa at the crossroads: the continent's future prospects 50 years after the formation of the Organisation of African Unity (OAU)/African Union (AU)* and *Africa and the International Criminal Court (ICC)*, focusing on the theme, *Lessons learned and Synergies ahead*.

We extended our international presence through partnership-building visits to Nanjing Technological University, Nanjing University, Shanghai Jiao Tong University, Peking University and Hanban Institute in China, one of the outcomes of which was the establishment, with Nanjing Technological University, of Johannesburg's first Confucius Institute at UJ.

Further visits were undertaken to our long-standing partner, Augsburg University; to Harvard University; and the University of Southern Carolina. We also visited Academic Partners to explore working together with other leading universities to offer and host, within this network of universities, a range of online course offerings to students within the same network of universities.

In Johannesburg we participated in the QS World-Class Academic Summit hosted by the University of KwaZulu-Natal, while in Moscow we participated in the Times Higher Education BRICS and Emerging Economies Universities Academic Summit. We also continue to be an active member of the Southern Africa Regional Universities Association.

In terms of inbound international guests, 2014 was a very busy year, with the University hosting senior delegations including ministers, ambassadors, vice-chancellors, rectors, presidents and provosts from Iraq, Somalia, South China Normal University, Nanyang Technological University, the University of Southern California, Ryerson University, York University, Plateau State University, Georgia State University, Vrye University, Nanjing Technological University, Illinois Central College, Henan Polytechnic University, Albion College, Chinese Culture and International Student Exchange Centre, Federal College of Education (Nigeria), the University of Cagliari, Yunnan University of Finance and Economics, California State University (St Marcos), Universidad Nacional de Chilecito, Universidad Nacional de Villa Mona, Universidad Nacional de Córdoba, Yokohama City University, Beijing Institute of Technology, Laurea University and the University of the West Indies.

### ***Executive leadership matters***

In order to achieve better alignment of the Executive Leadership Group with our strategic goal of elevating our national and global excellence and stature over the next decade, and better to prepare the team for effective institutional leadership, in partnership with the Gordon Institute for Business Science (GIBS), executives participated in a global executive leadership development programme that included a residence and international component. Executives also travelled to partner institutions in Singapore, Hong Kong and Shanghai. In order to elevate UJ's global excellence and stature, executives also identified project areas for intervention, and these were taken to implementation stage in 2015.

A key objective during 2014 was to secure the services of key executives for the medium term. Accordingly, and following the prescribed Council processes, including the participation of the Institutional Forum and Senate (in the instances of the Vice-Chancellor and the Deputy Vice-Chancellor Academic), Council approved final terms of office for the Vice-Chancellor (by agreement until 31/1/2020), Deputy Vice-Chancellor Academic (until 31/8/2021), and the Executive Deans for Health Sciences (until 30/6/2021) and Education (until 31/12/2021). Council also approved second five-year terms for the Executive Dean of Management (until 31/12/2020), and the Executive Directors for Internationalisation (until 31/8/2021), Library and Information Centre (until 31/12/2021), and Information and Communication Services (until 31/10/2021).

Following the resignation of the Executive Dean for Sciences, Prof. B. Mamba, Council approved the appointment of a five-year term of Prof. Debra Meyer. Furthermore, Council approved five-year contract terms with the appointments of Dr Rose Laka-Mathebula as Executive Director for Student Affairs, Ms Nolwazi Mamorare as Executive Director for Financial Governance, Ms Mpho Letlape as Deputy Vice-Chancellor for Strategic Services, Ms Tumi Mketi as Senior Executive Director in the Vice-Chancellor's Office, and Mr Sinethemba Mpambane as Executive Director for Operations.

Thus at the end of 2014, two executive vacancies remained to be filled, namely, those of Deputy Vice-Chancellor for Internationalisation, Advancement and Student Affairs; and of Executive Dean for Humanities. In both these instances executive search processes were well advanced at year-end.

### **A review of key system level policy issues**

UJ operates within a national university system that is governed by national policy and regulations. In this regard, and at the beginning of 2014, a new White Paper on Post-School Education took effect, succeeding the White Paper on Higher Education and the White Paper on Further Education and Training. Important matters that receive new priority in this White Paper are the active and deliberate constitution of a vastly expanded and articulated system of technical and vocational colleges and universities, the sustaining of a diverse system of institutions that are differentiated in terms of their mission and focus, and the deliberate internationalisation of South Africa's universities. These are matters on which universities are in the main in agreement, as evidenced by deliberations within the universities apex body, Higher Education South Africa (HESA). However the adequate funding of the present system is a major concern.

A further important conversation initiated during 2014 by the Council on Higher Education relates to the introduction of solutions to improve on-time graduation rates that presently sit at disappointingly low levels



below 30% of each cohort. A specifically favoured solution, that has thus far precipitated considerable debate, is the expansion of undergraduate programmes by an additional year, ostensibly to improve on-time graduation. While this has received support from the University sector in principle, subject to this being piloted in a very small set of qualifications, this policy proposal, which has major system level consequences, not least of which are financial, does require ministerial approval, and we now await the outcome of the Minister's decision.

I am happy to report that, with regard to the controversial Reporting Guidelines for Universities, sufficient progress was made during 2014 following my personal intervention, and subsequent engagements, involving HESA, the Chairpersons of Councils and the Department of Higher Education and Training. Accordingly, the new reporting guidelines make provision for universities to provide the Minister with an Annual Performance Plan and twice-yearly performance reports.

A further matter of critical national importance is that of the diversification of the professoriate that is particularly crucial given the advanced age, and the predominantly white and male character of the professoriate. These are matters to which UJ has given particular attention, and we report elsewhere on our programme to respond to this national crisis.

With the world, especially the developing world, looking for solutions to achieve mass participation in the current elite post-school system in order to achieve broad-based and inclusive prosperity, massive open online courses (or MOOCs) are increasingly offered as a magical solution; at the same time many university leaders are anxious about what MOOCs mean for the future of the traditional university. In this regard, UJ is considering and piloting various options, including the inclusion of different types of online modules and programmes within our formal and non-subsidised programme offerings. Thus, online course offerings will definitely become a significant part of our future programme offerings.

### ***Managing institutional risks and financial sustainability***

As we record in the statements on "Risk Management" and "Financial Sustainability", the Finance Division of the University is responsible for coordinating the risk management process at the University. Since the first risk assessment in 2007, the University has institutionalised the risk management 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 and risk-rating amendments are tabled at the Management Executive Committee Risk Management Committee (MEC RMC) to ensure that no risks are deleted, added or re-rated without confirming that the addition, deletion and/or re-rating has no other deleterious influences on the integrated risk management process or the Institutional Risk Register. The internal auditors also evaluate the listed risks and the risk ratings during each internal audit. Any amendments suggested by the internal auditors also serve at the MEC RMC for approval. This MEC RMC also ensures that the mitigating strategies and internal controls for all the listed risks are continually revised and updated. The minutes of the MEC RMC, the updated Risk Register, as well as the Institutional 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 (ARCC).

Risk management is also an integral part of the annual performance criteria of the Registrar, as well as all executive deans and executive directors. The University's risk management process requires the Registrar, and each executive dean and executive director, to formally consider and evaluate his/her respective identified risks, the related ratings, and internal controls 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.

Regarding 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 potentially adverse effects on the financial and other performance indices of the University.

Financial risk management is carried out by the Finance Division under policies approved by the Audit and Risk Committee of Council (ARCC), which provides written principles for the overall risk management. The ARCC

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 ARCC 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.

### ***Sustainability and corporate citizenship***

There is a growing global awareness of the significance and greater coherence of the concept of corporate citizenship, and the acknowledgement that corporate citizenship goes hand-in-glove with corporate accountability. Global universities such as UJ are challenged to take up their corporate citizenship responsibilities, for example measuring and putting in place steps to reduce their carbon footprint. Corporate citizenship comprises of five key pillars, namely, environmental, social, economic, governance and community engagement. In this review, and as incorporated within UJ's Institutional Scorecard, we seriously consider all of these dimensions of corporate citizenship/sustainability, and importantly, we 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) community engagement, (4) economic-research-innovation-graduate output, and (5) governance-leadership-audit-risk-committee functionality.

Specifically, in our Statement on Environmental Sustainability, we report that in the short term our approach continues to be focused on improved energy, water and waste management, and that the total carbon footprint for 2014, based on the energy consumption from various sources, is down by approximately 6.9% to 52 012 tons of CO<sub>2</sub> (2013: 55,872 tons of CO<sub>2</sub>). During the year under review the University has commissioned new properties, notably the extensive Perskor property, that is now incorporated into the expanded Doornfontein Campus, and the equally extensive Resolution Circle property. Taking into account these developments, the new carbon footprint base increases to 57 872 tons of CO<sub>2</sub>, which is 3.5% higher than 2013 but which is still considerably less than the 59 480 tons of CO<sub>2</sub> of the 2011 base year.

Thus, 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 undertaken 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.

### ***Audited Annual Financial Results***

As has been the case since the founding of UJ in 2005, our audit was completed on time (31 March 2014), reflecting, under the leadership of Mr Jaco van Schoor, Deputy Vice-Chancellor: Finance, outstanding performance of all concerned, and in particular that of the Finance Division. The 2014 Audited Financial Statements are unqualified and provide a set of excellent results. These results show an operating surplus of R120 million (2013: R79 million), against a budgeted operating loss of R29 million (2013: R22 million), and against the Council-approved Institutional Scorecard target of a break-even budget.

The main drivers for this pleasing achievement include a higher-than-anticipated state subsidy, a significant improvement in student fee and residence fee income, a significant improvement in research income, and unspent remuneration due to unfilled vacancies. Once more due to an inadequate 2014 NSFAS allocation, we contributed R46 million to the shortfall that was financed from operating income.

In the instance of personnel costs, growth reached 12%, largely due to the annual salary adjustment of 6.9%; the decision to endeavour to retain UJ staff salaries at the 65th percentile of the market; post evaluations that result in higher-than-budgeted-for costs; staff promotions that were not budgeted for; new staff appointments at higher than budgeted amounts; ad hoc salary increases; changes in medical aid status of staff; performance rewards; and the consolidation, for the first time, of the annual financial statements, including personnel costs, of

all subsidiaries into the UJ Annual Financial Statements. Furthermore, temporary staff salaries grew by 13%, and tutor costs by 13%. However, as a consequence of active management, overtime is down by 21%. Meanwhile, the Management Executive Committee has increased its vigilance in respect of staffing costs growth through planned savings, the abolition of long-term vacancies and the downward management and elimination of unbudgeted salary adjustments.

Regarding operating costs, these increased by 11%, mainly due to the considerable upward pressure in utility costs, as well as material increases (driven up by the sharp decline in the US dollar value of the SA rand) in the cost of library resources, including electronic databases and journals.

Accordingly, total consolidated income, including investment income, reached R3.587 billion (2013: R3.195 billion), while expenditure reached R3.227 billion (2013: R2.894 billion), resulting in a surplus of R330 million (2013: R301 million). Reserves free of provisions, liabilities and commitments exceeded the target of R1.091 billion, reaching R1.238 billion (2013: R1.150 billion). The University's investment returns are indicative of an effective investment strategy stewarded by Council's Investment Committee, and consequently, the value of the consolidated investment portfolio at the end of 2014 reached R3.107 billion (2013: R2.968 billion).

External funds commitment targets were achieved, mainly from the mining industry, and for the Doornfontein Campus redevelopment a pleasing R32 million, and attention now shifts to fundraising for the UJ Libraries, student aid and flagship areas for the Global Excellence and Stature initiative.

As a result of all of these activities, state subsidies and grants continued their long-run downward decline, constituting 38.9% of total income or R1.389 billion (2013: 40.5% or R1.303 billion); fee income continued its long-run upward growth constituting 40% or R1.412 billion of total income (2013: 38% or R1.213 billion); and third-stream income, including donations and research, project, consulting and investment income, constituted 22% or R786 million of total income (2013: 21.4% or R688 million). Note that third-stream income excludes "Other Comprehensive Income", namely, fair value adjustments on available-for-sale financial assets, actuarial gains on defined benefit plans, and changes in IAS 19.64(a) limit.

### ***The UJ Trust***

The UJ Trust, with the University of Johannesburg as its sole beneficiary, comprises independent trustees, external council members and senior and suitably qualified UJ staff (in ex officio capacity), and was chaired by Ms Trix Coetzer, the Chairperson of the Council Finance Committee, until her retirement on 30 June 2014. Until a new chairperson is appointed, Prof. Roy Marcus is the Acting Chairperson of the UJ Trust.

The purpose of the UJ Trust is to support selected activities of the University and these are determined at the sole discretion of the trustees. Currently the Trust provides support for postgraduate bursaries, research development and assistance to indigent students.

The investments of the Trust are overseen by the University's Investment Committee and are managed by independent asset managers under approved mandates. The annual disbursement to UJ is calculated using a formula that ensures that the Trust achieves an annual real capital growth. In this regard, while the minimum annual disbursement of R15 million was maintained, for 2014 the contribution to UJ was R40 million (2013: R23 million). This allocation was applied as follows: R10 million was utilised to fund a portion of the University's investment in its research niche areas, R7.2 million was allocated as counter funding for the renewal and expansion of the University's research equipment, R11.8 million was allocated to assist indigent students with meals and R11 million was awarded as postgraduate bursaries. Total disbursements made since 2005 total R372 million.

The 2014 audit of the UJ Trust is currently being finalised and the annual financial statements will be presented to the UJ Trust at its meeting in May 2015.

### ***Personal performance contract and contributions***

Annually the Vice-Chancellor agrees with the Chairperson of Council on his performance contract, and in this regard, the performance contract of the Vice-Chancellor provides for two areas of achievement. Firstly, it provides

for the Vice-Chancellor to steward the University towards achieving the institutional goals as specifically codified in the Institutional Scorecard, and as determined annually by Council.

Secondly, the Vice-Chancellor's performance contract provides for the Vice-Chancellor to take personal responsibility for achieving the following goals: Provide effective strategic direction, planning and institutional leadership; retain the services of executives while engaging in effective recruitment and succession planning; provide effective leadership in the areas of governance, risk management, statutory, regulatory and policy compliance; actively engage internal and external stakeholders; and provide substantial individual value add.

The remaining goals are:

- successfully implement Phase I of the Global Excellence and Stature Plan, including effective staff and student communication and mobilisation, and Year 2 of the Strategic Academic Projects Initiative;
- ensure smooth and trouble-free late applications and registration processes, while reaching enrolment plan targets;
- implement measures to achieve smooth transition of Health Sciences staff and students from APK to DFC, in light of late completion of the Doornfontein Campus development;
- achieve a sustainable solution to the UJ NSFAS shortfalls;
- achieve excellent progress with next stage implementation of Resolution Circle and the commercialisation of PTIP solar panels;
- implement a successful executive management development programme that aligns the leadership executive with the new requirements of the 2025 Strategic Plan (with its emphasis on Global Excellence and Stature), and that enables leaders to interact effectively with peers and to lead domestically and internationally;
- assure the implementation of specific advancement programmes to grow the alumni network, and to raise funds to develop the Library;
- assure the effective implementation of the on- and off-campus security improvement plan;
- continue to steward the evolution of UJ culture to one that is inclusive, cosmopolitan, transformational, conversational, collegial, and ethical, while simultaneously being vision-, mission-, values- and goals-driven;
- continue to provide intellectual leadership inside and outside of UJ, and inside and outside of SA.

### **Institutional communication and leadership**

A primary role of mine is to continue my efforts to steward the evolution of the University culture to one that engages its evolving essence: inclusive, cosmopolitan, transformational, conversational and collegial, imaginary, regenerating, and ethical, while simultaneously being vision-, mission-, values- and goals-driven, and yet is firmly committed to its core academic mission. This work has been undertaken in various University structures and forums, and in direct conversations with all executives. 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 graduation ceremonies, long-service staff awards, campus visits, Senate, and through awards functions such as the Vice-Chancellor Awards.

The Executive Leadership Group 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, while the Senior Leadership Group (comprising of heads of academic schools and departments, and directors of professional and support divisions) provides important opportunities to communicate with and to listen to the next layer of coal-face level heads and managers as, together with them, we take the institution forward.

I also actively make use of all forums, especially the regular Vice-Chancellor Campus visits, Senate meetings and meetings with the Senior Leadership Group, to motivate a shared institutional leadership culture. In this regard, campus visits now include walkabouts to and conversations with staff of various departments and divisions. I also conduct more intimate monthly "Coffee/Tea with the Vice-Chancellor" sessions that are limited to five staff members.

Taking into consideration that universities are hubs of collegiality, and mindful of the value, and critique, to be derived from the practice of performance management, I continue to nurture at UJ a vibrant and active culture

of performance development, support and management at executive and senior leadership group levels, a programme that is now extended to 98% of all members of staff.

The success of my leadership efforts and leadership style is reflected in the excellent progress that we have made with the implementation of the 2014 Strategic Objectives, and of the key performance areas and indicators of our 2025 Strategic Plan (as outlined above and reflected in the outcomes of the Institutional Scorecard), as well as in the implementation of Phase I of the Global Excellence and Stature Plan and Year 2 of the Strategic Academic Projects Initiative.

### **Strategic Plan 2025**

During 2014, under my personal stewardship, and following an iterative process, we reviewed and refined the 2025 Strategic Plan with the focus on eliminating duplication, refining key performance indicators and adding a handful of additional performance indicators, the result of which is that the key performance indicators have been consolidated down to 124. Importantly, and for 2015, a further set of indicators are being developed to steward and monitor global excellence and stature performance levels within our professional and support divisions.

Rallying the institution behind the 2025 Strategic Plan and the Global Excellence and Stature Programme, which is intended to catalyse implementation of the strategic plan, including staff and student communication and mobilisation through several staff and student campus meetings, and within the Senior and Executive Leadership Groups, the Management Executive Committee, Senate and Council. Campus engagements have also provided opportunities to keep UJ staff focused on our vision and values statement. Much work remains to be done to achieve deep institutional culture alignment with the Global Excellence and Stature Programme.

In respect of the 2025 Strategic Plan, further important and critical work that I have undertaken is to review and develop a statement on “Critical strategic considerations: sustainability and the next ten years to 2025”, that informed the November 2014 Annual Council performance review and strategy deliberations, and that is now shaping the work of Council and its committees. The statement highlights the most critical risks that the institution faces, namely, people and talent, enrolment management, academic technologies, residential accommodation for students, postdoctoral fellows and visiting professors, and including food hunger among our students, on- and off-campus safety, disaster management, student leadership and medium- to long-term financial sustainability.

The statement also includes an (expanding) list of actions being undertaken to manage these risks, including a review of the academic calendar; the downward management of temporary academic staff; the implementation of various academic staff development initiatives focused on increasing the percentage of academic staff who hold a doctoral qualification and expanding and diversifying the professoriate; the review of the enrolment management plan to take account of the new state university funding policy; the evolution of the Postgraduate Centre to a Postgraduate School; revision of the SRC constitution and electoral policy; the development and offering of a selected number of online modules and programmes; a comprehensive e-textbook rollout for learning and teaching in the faculties of Law and Education; and the development of a long-term financial model to evaluate and secure national and global excellence and stature and institutional viability and sustainability.

### **Council review and planning**

Arising from the Vice-Chancellor’s statement, “Critical strategic consideration: sustainability and the next ten years to 2025”, Council’s November 2014 strategy deliberations, taking into account the 2025 Global Excellence and Stature Plan, focused on five “wicked” problems, namely, in the context of the “war for academic talent”, what innovations we must introduce in order to secure, recruit and develop our critical talent; what is the gap between students’ expected UJ experience and the actual and what must be done to close the gap; what must be done in order to secure UJ’s future financial viability and sustainability; what is the ideal institutional design to foster, simultaneously, more effective decision making and collegiality; and how do we create a more effective Council, in terms of its fiduciary duties, governance role and committee architecture.

Securing an effective and mutually respectful working relationship of the executive with Council is a vitally important role, and this has been accomplished, with consequently excellent outcomes for our institution.

### **Late applications for admission**

During 2014 we achieved largely smooth and trouble-free late applications, and registration processes, while reaching and exceeding enrolment plan targets. Student protests relating to their campaigns for free higher education and an expanded NSFAS programme were planned to coincide with registration, however, this was well managed by the executive, with momentary but never debilitating disruption. The subsequent student disciplinary process was quick and effective.

### **Doornfontein Campus expansion and development**

In light of the late completion of the Doornfontein Campus development, measures were implemented to achieve a smooth transition of Faculty of Health Sciences staff and students from the Auckland Park Kingsway Campus to the Doornfontein Campus. The efforts of the Registrar and the Executive Dean for Health Sciences in this regard were highly commendable.

### **NSFAS shortfalls**

Despite our efforts, our ambitious goals of contributing to achieving a sustainable solution to the UJ NSFAS shortfalls was unsuccessful, and work will continue during 2015 to achieve our desired goal. Part of this work at UJ level includes the development of a long-term funding plan informed by realistic assumptions.

### **Innovation-commercialisation capacity and ecosystem**

As recorded earlier in this annual review, good progress was made with the next stage implementation of Resolution Circle (UJ's innovation-commercialisation hub), while the full commercialisation of UJ's PTIP solar panels is now far more promising than at any time during the last decade.

### **Risk determination and risk management**

During the year under review, the Institutional Risk Register, as well as the Institutional Scorecard, were reviewed, updated and presented for deliberation to the Audit and Risk Committee, as were internal and external audit findings, while the ICS risk plan is also being implemented and monitored by the Audit and Risk Committee.

### **Executive leadership development for the Strategic Plan 2025**

Together with GIBS, we successfully implemented the UJ Executive Management Development Programme that is aligning the leadership executive, and six female leaders with the potential to become executives, to the new requirements of our Global Excellence and Stature Programme. This executive management programme also provided executive leaders with the opportunity to interact effectively with international peers in Singapore, Hong Kong and Shanghai so that they can now provide effective leadership both domestically and internationally. An important outcome of this programme is the development of implementable projects to elevate UJ's global academic reputation, establish a Pan African presence, and elevate UJ's students' experiences to global status. These projects were conceived as part of the 2025 Strategic Plan, and will be implemented in 2015. A further example of synergy borne from this programme are new inter-faculty partnerships such as the Green Week Initiative that involves students from the faculties of Art, Design and Architecture, and Management, in designing and implementing community-based improvements to small businesses.

All members of the Executive Leadership Group are performance contracted, and performance incentives come into effect only when individual performance exceeds a score of 75% and simultaneously when the institution achieves a minimum score of 75%. Executive leadership remuneration, including performance awards, is overseen by Council's (independently advised) Remuneration Committee.

### **Branding and marketing: generating new external funds**

During the year under review, we implemented a new brand and marketing programme that has generally been well received, along with detailed advancement programmes to mobilise and grow the alumni network.

We also implemented a successful fundraising campaign for the Doornfontein's engineering expansion plan and, due to my direct efforts, raised R17.5 million in unencumbered and R18 million in encumbered funds. In

respect of fundraising for the Library, little progress has been made. With regard to the GES Programme, as well as fundraising for a bursary/loan scheme, excellent engagements have been held with industry leaders and prestigious alumni, and follow-up activities are expected to yield significant income in 2015 (target: R20 million), mainly unencumbered.

Strikingly, outstanding UJ academics are on their own mobilising significant external funds to support their research endeavours, notably in three instances: grants in excess each of R20 million have been raised from Elma Philanthropies (for Childhood Education), Shell (for our new Centre of Excellence for Mineral and Energy Resource Analysis) and DfID (for the Africa Evidence Network managed from our Centre for Language and Culture/Anthropology Department).

A second meeting of the Board of Governors has been held and a clearer understanding is emerging of the role governors will play in mobilising their networks to enable enhanced external funding mobilisation and reputation building.

#### **On- and off-campus safety and security**

A significant gap with considerable impact has been the non-achievement of the on- and off-campus security improvement plan. This was mainly the result of our not achieving our goals to shift the high-cost protection services shift system on time, nor yielding early savings from implementing the correct overtime roster and associated costs. The latter was finally implemented in the September payroll yielding R200 000, while the former was finalised with the labour organisations at the end of November 2014.

#### **Stabilising the Executive Leadership Group**

As reported above, 2014 was a challenging year in terms of stabilising the membership of the Executive Leadership Group, with two management executive staff departures: the Executive Dean for Sciences and the Executive Director for Operations. I expended thus considerable effort in managing the transitional periods and in the recruitment of new executives, many of whom joined the team during the course of 2014. At year-end, two vacancies remained, for the Deputy Vice-Chancellor for Internationalisation, Advancement and Student Affairs, as well as for the Executive Dean for Humanities.

Moreover, and in order to achieve executive stability, at my advice, and with great effort, several executive contracts were reviewed for early renewal, and these were completed as reported above. Much of my effort continues to focus on acculturation and orientation of the new executive staff, as well as on the continuing coaching of the still relatively new management executive staff. Managing all of these changes successfully has preoccupied much of my time and effort during 2014, and this will remain the case in the 2015 and beyond.

#### **Vice-Chancellor's contract extension**

At the request of Council, and having reviewed my contributions to the evolution of the University, I agreed to serve a further and final term of office. In line with the University's prescribed rules, a properly constituted selection panel was constituted, an interview conducted, and the selection panel's recommendations presented for consideration and approval/disapproval by Senate, the Institutional Forum, the Council Human Resources Committee and Council. The outcome was an offer from Council of a final five-year term of office until March 31, 2021, however following deliberations on my desire for an earlier end-date, I agreed with Council to complete my service with the University during the month of my 60th birthday, being January 2020.

#### **Providing national and global thought leadership while promoting the University internationally**

During 2014, internationalising UJ was once more a key part of my work and in this regard, I led teams to consolidate and expand our longstanding relationship with Augsburg University (Germany), build new relationships with Nanjing University and Nanjing Tech, Peking University, Fudan University, Shanghai Jiao Tong University and Hanban Institute (China), one of the outcomes of which was the establishment, with Nanjing Technological University, of Johannesburg's first Confucius Institute at UJ. I also, in the United States of America, opened up a whole new chapter of external relations and student 'exchange', with the excellent support of

Academic Partnership. On this occasion, I was honored to receive the University of South Carolina's President's Medal for distinguished university scholarship and service. I further consolidated our role in Universitas21, and was a keynote speaker at the Universitas21 President's Conference, as well as member of the task team to recruit the new Executive Director.

In Johannesburg we also participated in the QS World-Class Academic Summit hosted by the University of KwaZulu-Natal, where I was a guest speaker, while in Moscow I chaired the opening session, and read a paper at the prestigious Times Higher Education BRICS and Emerging Economies Academic Summit.

We continue to be an active member of the Southern Africa Regional Universities Association, where, having retired as chairman at the end of 2013, I am still a member of the executive committee.

I continue to provide intellectual leadership inside and outside of UJ, and inside and outside of South Africa, and continue to grow into a respected and acknowledged leader as reflected in the calibre of the numerous speaking invitations, and in my various board, committee and advisory roles. Notably, I chair the READ Board of Trustees and the National Planning Commission Working Group on Social Protection and Human Capabilities, which are my personal highlights.

#### **Personal contributions to academic scholarship**

I was also able to successfully supervise a postdoctoral fellow, jointly publishing three papers, with one under review, while the postdoctoral fellow published a further two single authored papers, and co-presented a further paper at an international conference. Subsequently, the postdoctoral fellow has been promoted to associate professor at The British University in Dubai.

#### **Personal donations to various causes**

Finally, in light of the generous remuneration that I receive, I have made donations totalling R410 000, including R200 000 toward UJ's Needy Student Fund that provides meals to our needy students; R170 000 toward the cost of a postdoctoral fellowship, as reported above, whose focus is on the contemporary evolution of higher education systems, policies and institutional cultures; and R40 000 towards bursaries for the UJ-based NGO capacity development programme.

A handwritten signature in black ink, consisting of a stylized, cursive script that appears to read 'Ihron Rensburg'.

**Ihron Rensburg (Prof.)**  
Vice-Chancellor and Principal



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# STATEMENT ON GOVERNANCE

## OVERVIEW

The Statement on Governance focuses on the following:

- Corporate Governance: pre-determined objective;
- Declaration of interests and positions of trust;
- Council and Council Committees' Governance Report;
- Senate and Senate Committees' Governance Report to Council;
- The Vice-Chancellor's report on the governance related to the MEC and its committees;
- The Student Representative Council's (SRC) Report to Council;
- The Student Services Council's Report to Council;
- The Convocation Report to Council.

Reports from the Audit and Risk Committee of Council and the Management Executive Committee Risk Management Committee are to be found in Section Four, the Statement on Risk Management, of this Annual Report.

### **CORPORATE GOVERNANCE PRE-DETERMINED OBJECTIVE (INSTITUTIONAL SCORECARD)**

As far as governance efficiency is concerned, the Institutional Scorecard for 2014 reflects the following target (excluding financial governance): MEC Corporate Governance Review (conducted in accordance with the guidelines and instrument approved by Council) reflects a target of 85%, with a floor of 80% and a ceiling of 90%. An average score of 88% was allocated, thus reflecting sustained excellence in this regard.

### **DECLARATION OF INTERESTS AND POSITIONS OF TRUST**

The following has reference:

- The principle of declaring interests and positions of trust by members of Council and members of the MEC has been in place since 2007. A Register reflecting the general interests and positions of trust declared by members of Council is compiled by the Registrar and updated annually. The Register serves at the first Council meeting of the year. The MEC Register reflecting the members' declaration of general interests serves at the second MEC meeting.
- The principle of declaring agenda-based interests has also been in place since 2007 for all structures/committees. A report on agenda-based interests declared by members of Council is compiled by the Registrar for submission to the external auditors annually.

**Roy Marcus (Prof.)**  
Chairperson of Council



# COUNCIL AND COUNCIL COMMITTEES' GOVERNANCE REPORT

## OVERVIEW

The following has reference:

- Council membership status;
- Qualifications and skills of external members of Council;
- Declarations of interests and position of trust;
- Attendance of Council and Council Committees;
- Council and Council Committees' governance and performance;
- Matters of significance discussed, considered, approved or noted by Council;
- Council annual review session.

## COUNCIL MEMBERSHIP STATUS

The Council membership status, aligned with the 2012 Institutional Statute, is reflected in Table 1 of this report. The following four members of Council were re-appointed: Prof. R.D. Marcus (Ministerial appointee in accordance with the Institutional Statute); Mr F. Baleni, Dr P. Mjwara, Mr M.J.N. Njeke (two-year term), representing a broad spectrum of competencies in accordance with the Institutional Statute). The following appointments were made: Dr D. Hildebrand (representing a broad spectrum of competencies in accordance with the Institutional Statute) and Ms B.J. Memela-Khambule (representing the Convocation in accordance with the Institutional Statute).

The UJ Institutional Statute of 31 March 2012 is applicable, resulting in a five-year term of office for members of Council elected/re-elected or appointed/re-appointed after the promulgation of this Statute. The procedure developed for the appointment of members of Council for a further term of office was operational in 2014.

**Table 1: UJ Council membership status 2014**

Statute Requirements (Clause 10-22)	Member Status	Term of Office
Five external persons appointed by Minister	Prof. R.D. (Roy) Marcus	1 July 2014 – 30 June 2019 (3 <sup>rd</sup> term)
	Ms K. (Moula) Mokhobo-Amegashie	1 August 2010 – 31 July 2015 (2 <sup>nd</sup> term)
	Dr D.S.S. (Simo) Lushaba	1 July 2012 – 30 June 2017 (2 <sup>nd</sup> term)
	Ms T.A. (Tsakani) Chaka	1 July 2012 – 30 June 2017 (1 <sup>st</sup> term)
	Mr G. (Godwin) Khosa	1 July 2012 – 30 June 2017 (1 <sup>st</sup> term)
Three members of the Convocation	Mr J.P. (Johan) Burger	1 August 2012 – 31 July 2017 (1 <sup>st</sup> term)
	Ms G.M.B. Coetzer	1 July 2009 – 30 June 2014 (2 <sup>nd</sup> term)
	Ms B.J. (Totsie) Memela-Khambule	1 July 2014 – 30 June 2019 (1 <sup>st</sup> term)
	Mr D.M. (Denice) Manganye	1 August 2012 – 31 July 2017 (2 <sup>nd</sup> term)

Ten members who represent appropriate sectors and professions and who collectively represent a broad spectrum of competencies	Mr T.J. (Joel) Dikgole Dr P. (Phil) Mjwara  Mr M.J.N. (JJ) Njeke  Dr W.P. (William) Rowland Mr K.B. (Khulu) Sibiya Mr C.R. (Cyril) Gebhardt Mr F. (Frans) Baleni  Mr M. (Mike) White  Mr M.S. (Mike) Teke Prof. D. (Diane) Hildebrandt	1 July 2013 – 30 June 2018 (3 <sup>rd</sup> term) 1 July 2009 – 30 June 2014 (2 <sup>nd</sup> term) 1 July 2014 – 30 June 2019 (3 <sup>rd</sup> term) 1 July 2009 – 30 June 2014 (2 <sup>nd</sup> term) 1 July 2014 – 30 June 2016 (3 <sup>rd</sup> term – 2 years) 1 August 2013 – 31 July 2018 (3 <sup>rd</sup> term) 1 July 2013 – 30 June 2018 (3 <sup>rd</sup> term) 1 August 2013 – 31 July 2018 (3 <sup>rd</sup> term) 1 August 2009 – 31 July 2014 (1 <sup>st</sup> term) 1 August 2014 – 31 July 2019 (2 <sup>nd</sup> term) 1 January 2011 – 31 December 2015 (1 <sup>st</sup> term) 1 July 2012 – 30 June 2017 (1 <sup>st</sup> term) 1 February 2014 – 31 January 2019 (1 <sup>st</sup> term)
Vice-Chancellor and Principal	Prof. I.L. (Ihron) Rensburg	1 April 2006; membership by virtue of office
Two Deputy Vice-Chancellors: DVC: Academic DVC: Finance <i>(Council Resolution 19 September 2013)</i>	Prof. A. (Angina) Parekh  Mr J.A. (Jaco) van Schoor	1 October 2011; by virtue of office (2 <sup>nd</sup> term) 1 October 2013; by virtue of office (1 <sup>st</sup> term)
Two members of Senate	Prof. H. (Heidi) Abrahamse Prof. C. (Chris) Landsberg	1 August 2013 – 31 July 2018 (1 <sup>st</sup> term) 1 August 2013 – 31 July 2018 (1 <sup>st</sup> term)
Two academic employees	Mr K. (Kevin) Thomas  Mr A. (Ahmed) Mohammadali-Haji	1 September 2013 – 31 August 2018 (1 <sup>st</sup> term) 1 October 2012 – 30 September 2017 (1 <sup>st</sup> term)
Two non-academic employees	Dr J. (Joe) Manyaka  Mr D. (Derrick) Bvuma	1 September 2013 – 31 Aug 2018 (1 <sup>st</sup> term) 1 September 2013 – 31 Aug 2018 (2 <sup>nd</sup> term)
Two students – SRC	Ms N. (Nikkie) Mboweni Mr E. (Ernest) Hasha	2014 2014
Registrar (Secretariat)	Prof I.C. (Kinta) Burger	1 January 2014; by virtue of office

## QUALIFICATIONS AND SKILLS OF MEMBERS OF COUNCIL

The qualifications and skills of external Council members are reflected in the table below.

**Table 2: Qualifications and skills/experience of Council members (December 2014)**

Name	Qualifications	Experience and Skills
Prof. H. Abrahamse	BSc Biochemistry and Psychology (RAU); BSc Hons Biochemistry (University of Stellenbosch); MSc Medical Biochemistry (University of Stellenbosch); PhD Biochemistry/Molecular Biology (Wits); BSc Hons Psychology (Unisa)	Lecturing, course coordination, and curriculum development; Research and supervision of postgraduate students; Research management and administration; Grant applications and reviews; Editor and reviewer for international journals; Committee representation and chairing; Research and project development; Contract research

Mr M.F. Baleni	BA Development Studies; Build on Talent; Various certificates	Executive Management: NUM; Involvement in NUM's Development Projects and Training Centre; Management of people; Policy development; Negotiations (i.e. political, CODESA and Collective Bargaining and dispute resolutions)
Mr J.P. Burger	BCom Hons; CA(SA)	Graduated from University of Johannesburg in 1983 and qualified as a chartered accountant after serving articles with PricewaterhouseCoopers. Joined Rand Merchant Bank in 1986 and was appointed an executive director in 1995. In January 2009 appointed to the board of FirstRand Ltd as financial director and assumed the additional role of Group chief operating officer in June 2009
Mr D. Bvuma	National Professional Diploma in Education (Unisa); Emergency Pre-Hospital Care course Level 3; Security Course Grade (A)	Student Development Practitioner; Leadership skills; Chairperson of Nehawu at the University of Johannesburg
Prof. I.C. Burger	PhD Mathematics (RAU)	Academic and management
Ms T.A. Chaka	Master of Management (Public and Development Management) (University of the Witwatersrand); Postgraduate Diploma in Public Policy and Development Administration (University of the Witwatersrand); BA (University of the Witwatersrand)	Moved from research intern to senior researcher at the Centre for Education Policy Development; Undertake and manage research into education and training policy and development, as well as conduct monitoring and evaluation of education- and training-related programmes and projects; Skills acquired include: communication/ interpersonal skills, research skills, monitoring and evaluation skills, project management skills, organisational skills, computer skills and administration skills
Ms G.M.B. Coetzer	BCom (Acc) (UP); BCom (Acc) Hons (UJ); CA(SA)	CFO of various companies: Simba, Foodcorp, Vanda, BHP Billiton (Chrome), BHP Billiton (Coal); COO for ABSA Corporate and Business Bank; CFO SARS; Senior lecturer (RAU); Lectured at the UOFS Business School
Mr T.J. Dikgole	BCompt; Management Advancement Programme; Executive Director Programme (EDP); MBA; Financial and Accounting	Management; Governance; Leadership; Teaching; Strategy development and implementation; Business administration; Internal auditing; Human resource management; People development
Mr C.R. Gebhardt	National Diploma Chemical Technology (TWR); National Diploma Production Engineering	Successful entrepreneur in chemical and glass industry; Project and construction management; Quantity surveyor

Prof. D. Hildebrandt	BSc Chemical Engineering, with Distinction (University of the Witwatersrand) MSc Chemical Engineering (University of the Witwatersrand) PhD Chemical Engineering (University of the Witwatersrand)	Professional assistant Chamber of Mines Research Organisation, Environmental Engineering Laboratory; Process engineer, Sastech, SASOL; Senior lecturer, Department of Metallurgy, Potchefstroom University for Christian Higher Education; Senior lecturer, Department of Chemical Engineering, University of the Witwatersrand; Assistant professor, Princeton University, USA; Unilever Professor of Chemical Engineering, School of Process and Materials Engineering, University of the Witwatersrand; Professor of Process Synthesis (20% appointment), University of Twente, The Netherlands; Professor and Director of COMPS School of Chemical and Metallurgical Engineering, University of the Witwatersrand; SARChI Professor of Sustainable Process Engineering, University of the Witwatersrand; Director MaPS, A Research Unit at Unisa
Mr G. Khosa	Masters in Management; Postgraduate Diploma in Public and Development Management; BA Hons (Geography); BA (Education)	Chief Executive Officer of JET Education Services; Programme Manager, JET Education Services; Research Manager, HSRC; Senior Projects Manager, Centre for Education Policy Development; Policy Analyst, CEPD; Policy Intern, Ministerial Task Team on Education Management Development; Nyumbani High School, school teacher
Prof. C. Landsberg	BA; BA Honours (RAU); MA International Studies (Rhodes); DPhil International Relations (Oxford); Hamburg Fellow (Stanford University)	Professor; Head of Department; SARChI Chair; Visiting lecturer; Editor; Member of a number of Boards
Dr D.S.S. Lushaba	BSc Hons (UZ); MBA (Wales); DBA (UKZN); Postgraduate Diploma in Company Direction (GMIT and 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

Mr D.M. Manganye	National Diploma (Information Technology); BTech (Information Technology); Various Certificates	Management consultant to 15 companies; inter alia: Malawi Government, Department of Trade and Industry, Moret Ernst & Young, Electronic Data Systems, KZN Agriculture; Skills: executive management, strategy and value, innovation and planning, planning and management of business transformation programmes, compliance management, risk management and internal control
Dr J. Manyaka	BA Ed; BA Hons; MA; PhD	Language expertise; Facilities management; Project management
Ms B. Memela-Khambula	BA Social Science (Swaziland); Master in Public Administration (Zimbabwe); Management Advanced Programme: Wits Business school; Advanced Diploma in Banking (RAU); Executive Development Programme: Graduate School of Management and Urban Policy (USA); Senior Executive Programme: Harvard Business School	Business development and growth in various institutions where she served as an executive; People management and leadership; Strategy formulation process and execution; Coaching and mentoring; Human Resources Committee Member of Cadiz; Finance & Audit Committee member of International Partnerships for Microbicides, an NGO focusing on HIV/ Aids research for a prevention solution
Dr P. Mjwara	PhD	Executive management and leadership in government (Director General); Former Secretary-General Academy of Sciences of South Africa; Former lecturer and researcher on Solid State Physics
Prof. R.D. Marcus (Chairperson)	BSc Eng; MSc Eng; PhD (Wits)	Dean of Engineering (Wits); Honorary professor (UP and UJ); Business consultant; Chief executive of several companies; Founder and chairperson of Da Vinci Institute for Technology Management; Chairperson UJ Council
Mr A. Mohammadali-Haji	BCom Acc; BCom Hons; MCom Acc	Technical financial accounting; auditing experience
Mrs K. Mokhobo-Amegashie	BSoc Sci	Strategy and change management consultant
Mr M.J.N. Njeke	BCom; BCompt Hons; CA(SA); HDiptax	Previously partner of PricewaterhouseCoopers; Managing director at Kagiso Trust Investments (1 June 1994 to 30 June 2010); Director of Arcelor Methal, SASOL, MTN, Barloworld, SAQA, MMI Holdings

Prof. A. Parekh	BA Psychology and Philosophy (UKZN); MA Clinical Psychology (UKZN); MA Developmental Psychology (Univ of Kansas, USA); DPhil Psychology (UKZN)	Deputy Vice-Chancellor: Academic of UJ; Former Ministerial advisor on Higher Education and Head of the Merger Unit, DHET; Chief director: Academic Transformation and Planning (UDW – now UKZN); Professor and Head of Department of Psychology
Prof. I.L. Rensburg (Vice-Chancellor and Principal)	PhD International Comparative Education; MA Political and Organisational Sociology; B Pharmacy	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
Dr W.P. 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 and 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.B. Sibiyi	Diploma in Journalism	Personnel Officer, Journalist, Editor, Editor-in-chief and Unionist in the media industry; Director of companies; Chairperson of M-Net and Supersport Int (Pty) Ltd; Chairperson of Supersport Ltd, Football Club; Lead Director of Multichoice; Chairperson of Litha Healthcare Ltd
Mr M.S. Teke	BA Ed; BEd; BA Hons; MBA	HR specialist; Corporate governance and management; Leadership; Business management
Mr K. Thomas	BCom Acc (Wits); B Accountancy (Wits); MCom Financial Management (UJ); CA(SA)	Lecturing in the area of Financial Management and/or Financial Strategy
Mr J.A van Schoor	BCom Acc; BCom Hons Acc; CA(SA)	Finance Tax Innovation
Mr M. White	BCom Acc; C.I.S.A.	15 years of experience in profession services environment, focusing on matters relating to IT, the strategic application of IT to business, internal controls, IT governance, as well as ERP systems

## OFFICE BEARERS OF THE UJ COUNCIL 2014/2015

The office-bearers of the UJ Council in 2014/2015 are reflected in the table below.

**Table 3: Office-bearers of the UJ Council 2014/2015**

Office	Member	Term of Office
Chairperson: Council	Prof. R.D. Marcus	29 March 2006 – 28 March 2008 29 March 2008 – 28 March 2010 19 March 2010 – 30 June 2014 1 July 2014 – 30 June 2019
Vice-Chairperson: Council	Mr F. Baleni	1 August 2009 – 31 July 2014
	Mr M.S. Teke	1 August 2014 – 31 July 2019 (2017 – 1 <sup>st</sup> term Council membership ends)
Secretary	Prof I.C. Burger	By virtue of office, Registrar
Sub-committees of Council		
Chairperson: Alumni Dignitas Awards Committee	Prof. R.D. Marcus	1 July 2014 – 30 June 2019
Chairperson: Audit and Risk Committee of Council	Mr M.J.N. Njeke	24 September 2005 – 23 September 2008 1 October 2008 – 30 June 2014 1 July 2014 – 30 June 2016
Chairperson: Council Membership Committee	Prof. R.D. Marcus	1 March 2014 – 30 June 2019
Chairperson: Ellen Kuzwayo Council Awards Committee	Prof. R.D. Marcus	1 July 2009 – 30 June 2014 1 July 2014 – 30 June 2019
Chairperson: Executive Committee of Council	Prof. R.D. Marcus	29 March 2006 – 28 March 2008 29 March 2008 – 28 March 2010 29 March 2010 – 30 June 2014 1 July 2014 – 30 June 2019
Chairperson: Finance Committee of Council	Mr J.P. Burger	1 July 2014 – 31 July 2017
Chairperson: Honorary Degrees Committee	Prof. R.D. Marcus	1 July 2009 – 30 June 2014 1 July 2014 – 30 June 2019
Chairperson: Human Resources Committee of Council	Mr M.S. Teke	14 March 2013 – 30 September 2014
	Ms B.J. Memela-Khambule	1 October 2014 – 30 June 2019
Chairperson: Naming Committee	Mr K.B. Sibiya	1 July 2013 – 30 June 2018
Chairperson: Planning and Resource Committee of Council	Mr C.R. Gebhardt	24 September 2005 – 23 September 2008 1 October 2008 – 31 July 2013 1 August 2013 – 31 July 2018

## DECLARATION OF INTERESTS AND POSITIONS OF TRUST

Members of Council update their general interests on an annual basis and this list is reflected annually in the agenda of Council's first 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.



### ***Register declaration of interests and positions of trust***

The Register reflecting the declaration of interests and positions of trust by members of Council was compiled by the Registrar and submitted to Council at its first meeting in March. A report reflecting the agenda-based declaration of interests during the reporting year is compiled by the Registrar for submission to the external auditors.

## **ATTENDANCE OF COUNCIL AND COUNCIL COMMITTEES**

The Council functions within sections 10 to 22 of the UJ Statute. Council held four ordinary quarterly meetings: 03 April 2014, 12 June 2014, 18 September 2014 and 21 November 2014. The Council annual review session (review presentations by members of the Management Executive Committee) took place on 20 November 2014.

To enable decision making in between scheduled meetings, two round-robin processes were initiated, with reports on the decisions being circulated on the following dates: 11 August 2014 and 31 October 2014.

The overall attendance of Council meetings was excellent, reflecting an attendance rate of 83% (absenteeism of 19 cases during the reporting year, with one external member of Council not attending any of the four scheduled meetings). Despite this excellent attendance rate, the quorum requirements for Council as reflected in the Institutional Statute (that at least 60% of those present must be external members of Council), has become a challenge.

Following an analysis of various institutional statutes by the Registrar, as well as consulting the legal expert at the Department of Higher Education and Training (DHET), it was decided to amend the Council quorum requirements in the Institutional Statute in the following year to make provision for a quorum requirement of at least 50% of those present to be external members.

The attendance of Executive Committee of Council was also excellent (80%). The attendance of other Council committee meetings was excellent with the exception of one external member of Council not being able to attend two of the three Audit and Risk Committee meetings, due to other commitments.

## **GOVERNANCE 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;
- Council Membership Committee;
- Human Resources Committee of Council;
- Finance Committee of Council;
- Naming 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/spaces) is a joint Council and MEC Committee. In addition to the above, the Investment Committee and the UJ Trust are operational.

The meetings of all structures and committees are reflected in the University Year Programme. Each committee has an approved Charter and functions in accordance with this Charter and subsequent scope of authority as delegated to it by Council.

### ***Performance review: Council and Council committees***

The performance review of Council and Council committees was very good. The revised ten-point scale performance review instrument that was developed in 2011 was used in 2014, based on the guidelines for the review of each structure (aligned with the Institutional Statute and relevant Charter), focusing on the following three items: functionality, governance compliance and committee administration (related to each structure/committee):

- Council: execution of functions: 9.6, governance compliance: 9.0 and committee administration: 10.0. The absence of external Council members is challenging due to the quorum requirements. A proposed amendment has been submitted to the DHET.
- Council Executive Committee: execution of functions: 9.7, governance compliance: 10.0 and committee administration: 10.0.
- Audit and Risk Committee of Council (ARCC): execution of functions: 9.0, governance compliance: 10.0 and committee administration: 10.0. It was recommended that a legal compliance checklist should be presented before the ARCC can evaluate the item.
- Ellen Kuzwayo Committee (Joint Council and Senate Committee): execution of functions: 9.4, governance compliance: 9.0 and committee administration: 10.0. It was recommended that more effort should be made to identify a greater pool of potential recipients.
- Finance Committee of Council (FCC): execution of functions: 9.4, governance compliance: 10.0 and committee administration: 10.0. It was advised that the Audit and Risk Committee should review the Asset Register and Replacement Policy and that the item relating to the financial and procurement risks being identified and managed by the ELG should be reviewed by the Audit and Risk Committee of Council.
- Honorary Degrees Committee: execution of functions: 9.4, governance compliance: 9.0 and committee administration: 10.0. It was recommended that more effort should be made to identify a greater pool of potential recipients.
- Human Resource Committee of Council (HRCC): execution of functions: 9.8, governance compliance: 10.0 and committee administration: 10.0.
- Institutional Forum (IF): execution of functions: 8.2, governance compliance: 10.0 and committee administration: 10.0.
- Investment Committee: execution of function: 8.2, governance compliance: 10.0 and committee administration: 10.0. It was recommended that the mandates of the fund managers should be reviewed to determine whether these were appropriate and whether they were allocated to appropriate asset managers.
- Naming Committee: execution of functions: 7.8, governance compliance: 9.0 and committee administration 10.0. Comments on the items include the following:
  - *Monitors the functionality of naming or re-naming activities within the University:* The Committee should have both monitoring as well as an oversight function.
  - *Oversees the implementation of the naming strategy:* The area still needs some tightening up as there has not been much progress with implementation.
  - *The Naming Committee is effective:* Emphasis should be placed on the implementation and conclusion of the naming process.
- Planning and Resource Committee (PRCC): execution of functions: 8.4, governance compliance: 10.0 and committee administration: 10.0. The following recommendations were made: That reports on disaster management should be submitted in order for the Planning and Resources Committee of Council to monitor and evaluate them; that strategic projects should be addressed at the first Planning and Resources Committee of Council meeting.

### **Performance review – Council independent review**

- Parallel to the Council performance review as detailed above, an independent Council review was conducted by the Institute of Directors for Southern Africa (IODSA). The scope of work involved working with UJ to assess the Council performance against accepted good corporate governance principles and practices as espoused by the Third King Code on Corporate Governance in South Africa, 2009.
- The appraisal covered the following governance areas: Council composition, Council responsibilities, committees of the Council, relationship with management, stakeholder relationships, Council meetings and the relationship between the Council members.
- A questionnaire, grouping the 86 questions to the seven governance areas together, was developed and completed by a selected sample of Council members. They were requested to add general comments and to select a score that in their objective judgment, conveys their overall impression of the performance of the Council in relation to that topic or sub-category.

- A four-point rating system was used: 1 – poor, 2 – needs some improvement, 3 – satisfactory and 4 – meets best practice.
- In the final stage of the review, the IODSA conducted in-depth interviews with the selected sample of Council members.
- In response to the 86 questions in the appraisal questionnaires, 82 (95%) were rated 3 and above and 4 (5%) were rated below 3, with the lowest scoring questions relating to the areas of induction and of ongoing training.
- The IODSA has facilitated over 150 Board appraisals in the last six years, enabling it to develop a database which was used to benchmark the UJ's performance against that of similar entities. The average score of the UJ vs. the benchmark in the seven areas was as follows:

Governance area	UJ	Benchmark
Council composition	3.3	2.9
Council responsibilities	3.5	3.1
Committees of the Council	3.4	3.2
Relationship with management	3.5	2.9
Stakeholder relationships	3.5	2.8
Council meetings	3.5	3.1
Relationship between Council members <sup>1</sup>	3.6	–

## **MATTERS OF SIGNIFICANCE DISCUSSED, CONSIDERED, APPROVED AND NOTED BY COUNCIL**

- Council Governance:
  - Noting that the Minister of Higher Education and Training had re-appointed Prof. Marcus as Ministerial appointee on the Council for another five-year term of office;
  - Noting that Ms B.J. Memela-Khambule has been elected as Convocation representative on the Council for a five-year term of office;
  - Approving the following recommendations of the Council Membership Committee:
    - The re-appointment of Mr F. Baleni as Council member for another five-year term of office;
    - The re-appointment of Mr P. Mjwara as Council member for another five-year term of office;
    - The re-appointment of Mr M.N.J. Njeke as Council member for a further two-year term of office;
    - The re-appointment of Mr M. White as Council member for another five-year term of office;
    - The change of Ms K. Maroga's Council membership status on the Council from co-opted to invitee in order to comply with Clause 27(4) of the Higher Education Act that specifies that Council membership may not exceed 30 persons;
    - The appointment of Ms K. Maroga as co-opted member on the Audit and Risk Committee of Council;
    - The appointment of Mr M. White as external Council member on the Finance Committee of Council;
    - The appointment of Mr J.P. Burger as Chairperson of the Finance Committee of Council for the remainder of his Council Membership term of office;
    - The re-appointment of Mr MJN Njeke as Chairperson of the Audit and Risk Committee of Council for a further two-year term of office;
    - The appointment of Ms B.J. Memela-Khambule as Chairperson of the Human Resources Committee of Council;

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<sup>1</sup> Relationship between the Council members has been added for the UJ's benefit and no benchmark exists for this area.

- Re-electing Prof. R. Marcus as Chairperson of the Council for a five-year period and electing Mr M. Teke as Deputy Chairperson of the Council for a five-year period;
- Appointing Mr C. Gebhardt and Prof. H. Abrahamse as Council representatives on the Alumni Dignitas Awards Committee;
- Approving the Council Exco's recommendation to constitute the Alumni Dignitas Awards Committee as a joint Council and MEC Committee;
- Appointing the DVC: Strategic Services as the additional DVC on the Audit and Risk Committee of Council, as per Clause 4.8 of its Charter;
- Council Committee Charters:
  - Approving the Charter for the Council Membership Committee;
  - Approving the revised Charter for the Executive Committee of Council;
  - Approving the Charter for the Alumni Dignitas Awards Committee;
- Approving the revised Strategic Plan 2025;
- Approving the Annual Performance Plan to the Department of Higher Education and Training, subject to amendments;
- Approving the UJ Annual Performance Plan 2015;
- Approving the UJ Five-year Finance Plan;
- Approving the 2015 Budget;
- Confirming the Enrolment Plan and Targets contained in the letter from Minister B. Nzimande on Enrolment and Efficiency Targets for 2014/2015 to 2019/2020;
- Supporting the proposed amendments to the UJ Statute, for submission to the Minister of Higher Education and Training for approval;
- Approving amendments to the Reappointment and Performance Review Process for Incumbent Members of the Executive Leadership Group;
- Approving amendments to the Reappointment Process of the Vice-Chancellor and Principal;
- Approving the re-appointment of the following ELG members:
  - Vice-Chancellor and Principal for a third term of office;
  - DVC: Academic for a third five-year term of office;
  - Executive Director: Internationalisation for a second five-year term of office;
  - Executive Director: Information and Communication Systems for a second five-year term of office;
  - Executive Director: Library and Information Centre for a second five-year term of office;
  - Executive Dean: Faculty of Management for a second five-year term of office;
  - Executive Dean: Faculty of Health Sciences for a third and final five-year term of office;
  - Executive Dean: Faculty of Education for a third and final five-year term of office;
- Approving the following new ELG appointments:
  - Ms M. Letlape as Deputy Vice-Chancellor: Strategic Services for a five-year term of office;
  - Ms T. Mketi as Senior Executive Director in the Office of the Vice-Chancellor (previous title: Adviser to the Vice-Chancellor and Principal);
  - Ms N. Mamorare as Executive Director: Financial Governance and Revenue for a five-year term of office;
  - Prof D. Meyer as Executive Dean: Faculty of Science, for a five-year term of office;
  - Mr S. Mpambane as Executive Director: Operations, for a five-year term of office;
- Approving the 2014 Institutional Scorecard;
- Approving the 2013 Audited Annual Financial Statements;
- Approving the 2013 Resolution Circle Audited Financial Statements;
- Approving the Institutional Risk Register, as recommended by the Audit and Risk Committee of Council;
- Approving the Risk Management Implementation Plan;
- Approving the recommendation of the Audit and Risk Committee of Council to put the following 2015 external audits and agreed-upon procedures out on tender in the first quarter of 2015, with preference being given to black empowerment firms:

- External audits:
  - ARSA (Pty) Ltd;
  - Appsbybrats (Pty) Ltd;
  - City Lodge Educational Trust;
  - Intellilab (Pty) Ltd;
  - Resolution Circle;
  - Sugarushed (Pty) Ltd;
  - TWRTrust;
  - UJ Trust;
- Agreed-upon procedures:
  - Clinical enrolment;
  - Clinical training grant;
  - DHET infrastructure;
  - Destruction of degrees certificates;
  - Financial data;
  - Innovation Fund Intellectual Property;
  - Interest and redemption claims;
  - Johannesburg Water;
  - Loans guaranteed by the state;
  - NPA;
  - National Aerospace Centre;
  - National Language Service;
  - National Research Foundation;
  - Mintek;
  - UJ Metropolitan Academy (RAUCALL);
  - Research articles;
  - THRIP;
  - Teaching and development project;
  - Technology Innovation Agency Fund;
  - Water Research Council;
- Approving the following recommendations from the Council Membership Committee in respect of the 2014 Council performance review:
  - that Council should assess its performance in November 2014, as had been done in the past;
  - that, in addition, an independent assessor be appointed to assess Council's performance, starting with an assessment by a sample of internal and external Council members before November 2014, and comparing the sample assessment with the November 2014 Council performance review, identifying the gaps;
  - Approving the Framework for the Evaluation of the UJ Council;
  - Approving the recommendation from the Council Membership Committee that, upon approval of the Framework for Evaluation, a facilitator be appointed after the Council meeting of 18 September 2014 to assist the sample of Council members with self-evaluation in November 2014, and that the Registrar, supported by Mr Manganye and Dr Lushaba, identify potential facilitators for consideration by the MEC;
- Approving the recommendation of the Honorary Degrees Committee, supported by the Senate, to confer Honorary Degrees on the following individuals:
  - Dr S. Wozniak;
  - Prof. M. Yunus;
- Approving the recommendation that the Ellen Kuzwayo Council Award be awarded to the following individuals:
  - Ms A. Cachalia (posthumously);

- Prof. M.J. Case (posthumously);
- Ms J.M.B. Coetzer;
- Ms Z. Mbeki;
- Prof. M.E. Muller;
- Approving the recommendation that the Alumni Dignitas Award be awarded to the following individuals:
  - Judge R. Bosielo;
  - Mr C. Ross;
  - Ms M. Sibande;
- Concurring with the Executive Committee of Senate’s decision to confer the title of Honorary Professor on the following individuals:
  - Mr T Manuel;
  - Mr KP Motlanthe;
  - Prof AJ Han Vinck;
- Approving the following recommendations of the Naming Committee in respect of the naming and/or renaming of buildings, spaces, etc.:
  - Auckland Park Bunting Road Campus: Auditoriums B Red 6, B Red 20, B Red 21 and B Red 22 to be renamed Albertina Sisulu Auditorium, Helen Suzman Auditorium, Lillian Ngoyi Auditorium and Ruth First Auditorium;
  - Auckland Park Campus: Sanlam Centre for Public Management and Governance to be renamed the Centre for Public Management and Governance;
- Approving the proposal for creating a UJ Ombuds Office, inclusive of the appointment of Mr M Msimang, for a three-year term of office;
- Approving the UJ Language Policy;
- Approving the Reward and Benefits Policy;
- Approving the amended UJ Master Plan;
- Approving the revised Human Resources Delegation of Authority;
- Approving the following human resources-related documents:
  - Review of the UJ Disciplinary Code and Procedures;
  - Disciplinary Procedure;
  - Sanction Evaluation Checklist Guide;
  - UJ Disciplinary Code;
- Approving the UJ Annual Report for 2013 for submission to the Department of Higher Education and Training;
- Approving the 2014 SRC elections and the list of SRC members as well as the recommendation to oppose the DFC-ANCYL’s application to the Johannesburg High Court for the disbandment of the UJSRC, the nullification of the DFC elections, for the IEC to be compelled to conduct a re-election, and for the UJ to pay the costs of the DFC-ANCYL’s application;
- Ratifying the following in relation to the SRC Constitution and Electoral Policy:
  - The amended SRC Constitution, as recommended by the MEC and approved by the Executive Committee of Council;
  - The amended Policy for the Election of the Central Student Representative Council and the Campus Student Representative Councils, as recommended by the MEC and approved by the Executive Committee of Council;
  - that the 2014 SRC elections (for 2015) be conducted in accordance with the current SRC Constitution and Electoral Policy;
  - that the revised SRC Constitution and the revised Policy for the Election of the Central Student Representative Council and the Campus Student Representative Councils (Electoral Policy) take effect on 1 January 2015, and that, as from 1 January 2015, the SRC would operate in accordance with the revised SRC Constitution and Electoral Policy;
- Upholding the above decision on the amended SRC Constitution and the amended Policy for the Election of the Central Student Representative Council and the Campus Student Representative Councils, after having

considered the SRC representatives' request for clarification; and furthermore resolving the following:

- that congruence between the Campus SRCs and the UJ SRC be ensured and that independent candidates be represented on both;
- that the application issues relating to thresholds for independent candidates, as well as for societies/clubs, be addressed;
- that the redesigned model for SRC elections be presented to Council;
- Ratifying the decision to establish the National Youth Development Institute (NYDI) at the UJ;
- Approving the Council Schedule of Business;
- Noting the Vice-Chancellor's quarterly reports;
- Noting the document, Critical Strategic Considerations: Sustainability and the Next Ten Years;
- Noting the Council Chairperson's feedback on the Ministerial meeting with the University Chairpersons of Council Forum;
- Noting the report on the 2014 late applications and walk-in process;
- Noting the UJ Enrolment Plan for 2015 (which was approved by the Senate);
- Noting the undergraduate registration and application/admission statistics/reports;
- Noting the Salary Negotiation Progress Report;
- Noting the following in respect of the unauthorised student protests:
  - The report on the Disciplinary Committee findings regarding the unauthorised student protest;
  - The letter of apology from the students;
  - The report on the disruption of student registration;
- Noting the quarterly reports in the status review of the ELG appointments;
- Noting the quarterly Management Accounts;
- Noting the final 2013 Institutional Scorecard;
- Noting the 2014 Institutional Scorecard;
- Noting the quarterly Council Membership Status reports;
- Noting reports from the Council committees;
- Noting reports from the Senate;
- Noting reports from the Institutional Forum;
- Noting the feedback on the December 2012 amendment of the Higher Education and Training Amendment Act and the Regulations for Reporting by Public Higher Education Institutions;
- Noting quarterly security reports;
- Noting updates on the East Rand Campus discussion with DHET;
- Noting the progress reports on the DFC and APK Building Projects;
- Noting the report of the Student Advisory Council;
- Noting the report on Phase 1 of the Quality Enhancement Project;
- Noting the report on the transition of the Siyabuswa Teacher Education Campus to the new University of Mpumalanga;
- Noting the quarterly HIV and AIDS reports;
- Noting the report on the 2014 SRC Elections;
- Noting the UJ SRC President's quarterly reports;
- Noting the Declaration of General Interest of Council members and invitees;
- Noting the report on the 2013 performance review of Council and Council committees;
- Noting the attendance of Council and Council committees for 2013;
- Noting the 2014 year-to-date attendance of Council and Council committees;
- Noting the report on the Council Annual Review and Planning Session for 2013;
- Conducting a Council performance review for 2014.

## **COUNCIL ANNUAL REVIEW SESSION**

The Council annual review session on 20 November 2014 focused on:

- 2014 institutional performance, as at 31 October 2014; with reference to the 2014 Institutional Scorecard and the UJ Strategic Plan 2025;

- DHETs Enrolment and Efficiency Targets: Consequences for the future Enrolment Plan of the UJ;
- The Council was divided into five groups, each assigned one of the following wicked problems:
  - What is the ideal learning and living experience our students must have, on campus and beyond campus-life?
  - In the context of the domestic and global war for top talent, how do we nurture, retain and recruit top global talent, enabling them to flourish?
  - In the context of declining state resources and downward pressure on student fees and upward cost pressures, how do we sustainably fund our domestic, Pan-African and global ambitions?
  - Given our seven-year global excellence and stature programme, what does the future UJ look like and how do we get there?
  - What would be the ideal governance structure for Global Excellence and Stature? What should the agenda for our future meetings look like?

A handwritten signature in black ink, appearing to read 'Roy Marcus', with a stylized, cursive script.

**Roy Marcus (Prof.)**

Chairperson of Council



# SENATE AND SENATE COMMITTEES' GOVERNANCE REPORT

## OVERVIEW

- Senate and Senate Committees;
- Declaration of agenda-based interests;
- Attendance Senate and Senate Committees;
- Performance review Senate and Senate Committees;
- Matters of significance discussed, considered, approved and noted by Senate.

## SENATE AND SENATE COMMITTEES

Senate functions in accordance with the UJ Statute and the Charter approved by Senate. Each committee has an approved Charter and functions in accordance with this Charter and subsequent scope of authority as delegated to it by Senate. The following Senate Committees are operational:

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

## DECLARATION OF INTERESTS

The members of Senate and Senate committees declare agenda-based interests prior to the commencement of each meeting and these are reflected in the minutes.

## ATTENDANCE OF MEMBERS OF SENATE AND SENATE COMMITTEES

Four meetings were held: 19 March 2014, 5 June 2014, 10 September 2014 and 13 November 2014.

The Senate had 234 members in 2014. Attendance was satisfactory and all Senate meetings were quorate. The attendance of Senate Committee meetings was excellent, varying between 84% and 92%.

## PERFORMANCE REVIEW: SENATE AND SENATE COMMITTEES

The revised 10-point scale performance review instrument that was developed in 2011 was used in 2014, 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). The performance review results are as follows:

- *Senate*: execution of functions: 8.8, governance compliance: 9.0 and committee administration: 10.0. General comments include a need for extended discussion on a range of matters that affect academic excellence; the review of the functionality of Senate committees should receive more attention; concern that the independence and autonomy of universities have been eroded over the past five years; detailed attention

and in-depth discussion by all Senate members regarding the enrolment plan and approval of academic regulations and amendments thereto; more rigorous debate of matters should be encouraged.

- *Senex*: execution of functions: 10.0, governance compliance: 10.0 and committee administration: 10.0. The recommendation was made that the performance review instrument of the Senex be reviewed in order to establish which criteria can be answered Yes or No.
- *Senate Academic Freedom Committee*: execution of functions: 8.1, governance compliance: 9.0 and committee administration: 10.0. Comments include that the Committee is still working out its mandate and what is meant by academic freedom; that it can be more effective and it is still charting its course; agenda items were not submitted on time.
- *Senate Higher Degrees Committee*: execution of functions: 9.9, governance compliance: 10.0 and committee administration: 10.0. Comments include that the Committee does not monitor the quality of postgraduate research ethics and the item should therefore be removed; and that agenda items were not always submitted on time.
- *Senate Teaching and Learning Committee*: execution of functions: 9.4, governance compliance: 10.0 and committee administration: 10.0.
- *University Research Committee*: execution of functions: 8.8, governance compliance: 9.0 and committee administration: 10.0. Comments include that the research ethics process at UJ should be revisited; and that agenda items were not always submitted on time.

## **MATTERS OF SIGNIFICANCE CONSIDERED, APPROVED AND NOTED BY SENATE**

- The Vice-Chancellor's quarterly reports focusing on inter alia the following:
  - Complications regarding the on-time delivery of the DFC redevelopment and expansion;
  - Technology-led undergraduate teaching and learning experience;
  - Enrolment management, success rates and graduate output;
  - The NSFAS commitments and student protest;
  - UJ's research performance;
  - Improving on and off campus security;
  - UJ's Strategic Plan 2025;
  - The implementation of Global Excellence and Stature and the meaning of being a world-class university for the period leading up to 2025;
  - Priorities for the first half of 2014;
  - HESA's engagement with Minister Nzimande regarding reporting requirements and legislation;
  - Important accolades, such as:
    - the QS World University Rankings of universities in the BRICS countries ranked UJ among the top 1% of universities;
    - UJ achieved five rankings in the elite top 200 universities;
    - the URAP rankings placed UJ 9th among the top ten universities in Africa;
    - UJ was awarded the distinguished NRF Mineral and Energy Resource Analysis Centre of Excellence;
    - The successful and most important launch of the PTIP Demonstration Plant in Stellenbosch;
  - Areas of relative over achievements were highlighted, e.g. postgraduate output, undergraduate output, accredited research output, percentage of international to national publications, number of active researchers, number of publications listed on Scopus and Incites, financial stability, Council-controlled reserves as disclosed to the DHET, waste management, voluntary student participation in community development, percentage of academic programmes incorporating service learning, number of active alumni, and graduate employability;
  - Areas of relative under achievements were highlighted, e.g. Technology and Innovation Thrust; Thin Film Solar Technologies (TFST) turnkey solution secured (namely the full commercialisation of UJ's Photo Voltaic Intellectual Property); funding projects for DFC; DFC and APK project delivery; staff profile:

- percentage of black academic staff; and percentage of undergraduate applicants registered with M-scores of at least 20 or APS scores of at least 35;
- Executive Management staff-related matters;
  - Provisional financial review of the financial year 2013;
  - The National Youth Development Agency approached UJ to partner in the establishment of the South Africa Youth Development Institute;
  - Strategic Objectives for 2014-2025;
  - Teaching and Learning Strategy for 2014-2020;
  - 2014 Institutional Scorecard;
  - The 2013 Audited Financial Statements were declared as unqualified;
  - Matters that required detailed attention and medium- to long-term scenario/model building;
  - Key initiatives to be undertaken in 2015 were highlighted;
  - Reflection on 2014's highlights and the progress made towards the achieving of targets;
- Approving, subject to Council's approval, the following:
    - The UJ's Language Policy;
    - The conferral of an honorary doctoral degree to the following candidates:
      - Prof. M. Yunus in the Faculty of Management;
      - Dr S.G. Wozniak in the Faculty of Engineering and the Built Environment;
  - Approving the establishment of a Postgraduate School of Engineering Management in the Faculty of Engineering and the Built Environment;
  - Approving, subject to DHET's approval, the new Higher Education Qualification Sub-Framework (HEQSF) aligned Programme Qualification Mix (PQM);
  - Approving the following:
    - Amendment to the Faculty of Economic and Financial Sciences Academic Promotion Criteria;
    - Policy on the Criteria for the Appointment of Distinguished Professors and Distinguished Visiting Professors;
    - Incentive Scheme for Research Outputs and NRF-Rating;
    - Policy on the Admission of Students via Senate Discretionary Condition Exemption;
    - RPL application of the Faculty of Management for Mr A Jordaan;
    - The authority to approve the UJ Quality Enhancement Project Report was delegated to Senate Executive Committee (Senex) and the approval was ratified;
    - The request of the Department of Transport and Supply Chain Management, in the Faculty of Management, to discontinue Afrikaans Class Offerings for the modules offered in their undergraduate programmes;
    - That the National Benchmark Tests at UJ (NBT) be compulsory for all first-year undergraduate students as from 2015;
    - Policy on Work Integrated Learning and Service Learning;
    - Proposal for an Article-Based Thesis or Dissertation;
    - The Academic Calendar 2015;
    - Policy on the Regulation of Secondary Income Generating Supplementing Employees' Income;
    - The Enrolment Plan for 2015;
    - The Senate Schedule of Business;
    - The amendments to the Policy on UJ Research Structures;
    - The amendments to the Charter of the University Research Committee;
    - The revised Charter of the Senate;
  - Approving the following formal subsidised academic programmes (to be submitted for external approval):
    - To be offered by the Faculty of Arts, Design and Architecture:
      - BA (Fashion Design), to be offered at APB;
      - BA (Interior Design), to be offered at APB;
      - BA (Visual Art), to be offered at APB;
    - To be offered by the Faculty of Education:
      - Bachelor of Education Honours in Language Literacies and Literature, to be offered at APK;

- Bachelor of Education Honours in Education Leadership and Management, to be offered at SWC;
- Postgraduate Diploma in Education Leadership and Management, to be offered at SWC;
- To be offered by the Faculty of Economic and Financial Sciences:
  - Doctor of Philosophy in Quantitative Finance, to be offered at APK;
  - Postgraduate Diploma in Financial Markets, to be offered at APK;
- To be offered by the Faculty of Engineering and the Built Environment:
  - PhD with specialisation in Chemical Engineering, to be offered at DFC;
  - PhD with specialisation in Metallurgical Engineering, to be offered at DFC;
  - PhD with specialisation in Structural Engineering, to be offered at DFC;
- To be offered by the Faculty of Health Sciences:
  - Master of Emergency Medical Care, to be offered at DFC;
  - Doctor of Philosophy in Emergency Medical Care, to be offered at DFC;
- To be offered by the Faculty of Management:
  - Bachelor of Hospitality Management, to be offered at APB;
  - Bachelor of Tourism Development and Management, to be offered at APB;
- To be offered by the Faculty of Science:
  - BSc Honours in Nuclear Energy, to be offered at APK;
  - MSc in Nuclear Energy, to be offered at APK;
  - BSc in Applied Physics, to be offered at APK;
- Supporting, in principle, the further investigation of the proposed Graduate Entry Medical Programme;
- Supporting the proposal of the Senate Academic Freedom Committee, that there should be maximum space and opportunity for the UJ Community, including students, contracted employees and non-contracted workers, to articulate their points of view by means of the UJ's notice boards other than those clearly designated as belonging to a department/faculty and located in front of a particular space and subject to the usual legal limitation on libel and hate speech;
- Approving, via the Senate's VC's Circular, the offering of the following Continuing Education Programmes:
  - To be offered by the Faculty of Arts, Design and Architecture:
    - Fabricating Design Spaces (non-credit bearing);
    - Introduction to Enterprising Fashion Design (non-credit bearing);
  - To be offered by the Faculty of Economic and Financial Sciences:
    - Research for Local Economic Development (LED) Practitioners (CPD Programme in association with a professional body, dual purpose);
    - Introduction into Treasury Management (non-credit bearing);
    - Processes in Treasury Management (non-credit bearing);
    - Cash and liquidity in Treasury Management (non-credit bearing);
    - Financial Markets in Treasury Management (non-credit bearing);
    - Funding in Treasury Management (non-credit bearing);
    - Risk in Treasury Management (non-credit bearing);
    - Financial Treasury Management (non-credit bearing);
    - Essential Commercial Property (non-credit bearing);
    - Introduction to Commercial Property (non-credit bearing);
    - Basic Property Financial Concepts (non-credit bearing);
    - Property Management (non-credit bearing);
    - Intermediate Property Financial Concepts (non-credit bearing);
    - Advanced Property Financial Concepts (non-credit bearing);
  - To be offered by the Faculty of Education:
    - Assessment Concessions (credit bearing towards a UJ qualification);
    - Teaching Diversity, Change and Continuity (credit bearing towards a UJ qualification);
    - Teaching Civil Drawing and Design (credit bearing towards a UJ qualification);
    - Teaching Environmental Studies (credit bearing towards a UJ qualification);

- Teaching Electrical Diagrams and Design (credit bearing towards a UJ qualification);
- Teaching Mechanical Drawing and Design (credit bearing towards a UJ qualification);
- Teaching Tissues and Molecular Studies (credit bearing towards a UJ qualification);
- Teaching Chemical Systems and Chemical Change (credit bearing towards a UJ qualification);
- Teaching Electricity and Magnetism (credit bearing towards a UJ qualification);
- Teaching Mechanics (credit bearing towards a UJ qualification);
- Teaching Graphs and Calculus (credit bearing towards a UJ qualification);
- Teaching Patterns Sequence and Finance (credit bearing towards a UJ qualification);
- Teaching Trigonometry and Geometry (credit bearing towards a UJ qualification);
- Teaching African Indigenous Culture Arts Education (credit bearing towards a UJ qualification);
- Innovative ICT Solutions in Education (credit bearing towards a UJ qualification);
- To be offered by the Faculty of Engineering and the Built Environment:
  - Introduction to Concrete Technology (non-credit bearing);
  - Concrete Technology (non-credit bearing);
  - Mineral Economics (dual purpose);
  - Mineral Policy (dual purpose);
  - Mineral Governance (dual purpose);
  - Concrete Testing (credit bearing towards a UJ qualification);
  - Integrated Human Settlement Planning (non-credit bearing);
  - Job Evaluation Applications (credit bearing towards a UJ qualification);
- To be offered by the Faculty of Health Sciences:
  - Response Driving for Emergency Care Professionals; (CPD programme in association with a professional body);
- To be offered by the Faculty of Law:
  - Intellectual Property Law (non-credit bearing);
  - Paralegal Bridging (non-credit bearing);
- To be offered by the Faculty of Management:
  - Trade Union Learning Practitioner (credit bearing leading to entrance/access towards a UJ qualification);
  - Transport and Supply Management (dual purpose);
  - Cooperative Management and Leadership Programme (dual purpose);
  - Volunteer Mentoring and Coaching (non-credit bearing);
  - Social Entrepreneurship for International Students (non-credit bearing);
- To be offered by the Faculty of Science:
  - Instrumental Analytical Techniques of UV – Vis Spectroscopy (dual purpose);
  - Instrumental Analytical Techniques of the Fundamentals of Atomic Absorption Spectroscopy (dual purpose);
  - Instrumental Analytical Techniques of a Total Organic Carbon Analyser (dual purpose);
  - Instrumental Analytical Techniques in ICP-AES Spectrometry (dual purpose);
  - Instrumental Analytical Techniques of Gas Chromatography – Mass Spectrometry (dual purpose);
  - Instrumental Analytical Techniques in Gas Chromatography (dual purpose);
  - Instrumental Analytical Techniques of Fourier Transform Infrared Spectroscopy (dual purpose);
  - Instrumental Analytical Techniques in High Pressure Liquid Chromatography (dual purpose);
  - Introduction to Geographic Information Systems (dual purpose);
- Approving the Senate Discretionary Admissions to the following students:
  - Student E. Smith (201412678) (admission to the LLB Programme) (School of Tomorrow);
  - Student R.A. Olivier (201496104) (admission to the BA Sport Psychology Programme) (School of Tomorrow);
  - Approving, via the Senate's VC's Circular, amendments to the Charter of the Industry Advisory Board;
  - Approving, via the Senate's VC's Circular, the Charter for Public Management and Governance;
  - Approving, via the Senate's VC's Circular, amendments to the Category "A" CESM Categories in the Faculty of Education and the Faculty of Humanities;

- Approving, via the Senate's VC's Circular, the applications for the amendments to the existing academic programmes/rules/regulations;
- Noting the relevant academic statistics, such as applications, registrations, graduates, undergraduate success rates, etc.;
- Noting the Analysis of QS Subject Ranking Results for 2013;
- Noting the Feasibility of the Establishment of a UJ Press and more deliberations would take place;
- Noting the Global Excellence and Stature (GES): Roll-Out and Key Policy Developments Presentation;
- Noting the presentation on Higher Education Ministerial Statements and Other National Policy Developments;
- Noting the presentation on Research Performance/Funding and Strategic Direction;
- Noting the presentation on the Staff Qualification Project;
- Noting the presentation on the Development of Scholarship in Teaching and Learning;
- Noting the Reports of the Senate Committees;
- Noting the Annual HIV Report;
- Noting the revised Charter for the UJ Alumni Dignitas Awards Committee;
- Noting the Timetable Report 2013-2014;
- Noting the proposed amendment to the Institutional Statute;
- Noting the Report on the Senior Student Experience (SSE) at UJ;
- Noting the Senate Discretionary Admissions Progress Report;
- Noting the Graduation Report;
- Conducting an electronic Senate performance review for 2014.



**Ihron Rensburg (Prof.)**  
Vice-Chancellor and Principal  
Chairperson Senate

# REPORT OF THE MANAGEMENT EXECUTIVE COMMITTEE (MEC)

## OVERVIEW

- Composition of the MEC;
- Declaration of interests and positions of trust;
- MEC Committees;
- Attendance of members of the MEC and MEC Committees;
- Governance performance MEC and MEC Committees;
- Matters of significance discussed, considered, approved and noted by MEC.

## COMPOSITION OF THE MANAGEMENT EXECUTIVE COMMITTEE

- Vice-Chancellor and Principal (Chairperson);
- Deputy Vice-Chancellor: Academic;
- Deputy Vice-Chancellor: Research, Postgraduate Studies, and Library and Information Centre;
- Deputy Vice-Chancellor: Finance;
- Deputy Vice-Chancellor: Strategic Services;
- Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs;
- Registrar;
- Senior Executive Director in the Office of the Vice-Chancellor.

## DECLARATION OF INTERESTS AND POSITIONS OF TRUST

The members of MEC declare general interests and positions of trust. A Register is compiled by the Registrar and updated annually. The principle of agenda-based declaration of interest is executed at all the MEC Committee meetings and reflected in the minutes of the meetings concerned.

## MEC COMMITTEES

The following MEC Committees were operational in 2014:

- Management Executive Committee Academic (MECA);
- Management Executive Committee Operations (MECO);
- MEC People with Disabilities Committee;
- MEC Risk Management Committee;
- MEC Enrolment Management Committee;
- MEC Transformation Committee;
- HIV/AIDS Committee (committee administration managed by the Institutional Office for HIV and AIDS). A quarterly HIV/AIDS report serves at all the statutory structures.

## ATTENDANCE OF MEMBERS OF THE MEC AND MEC COMMITTEES

A total of 13 ordinary and two special MEC meetings were held on the following dates in 2014: 13 January 2014 (special), 30 January 2014, 18 February 2014 continued on 19 February 2014, 11 March 2014, 15 April 2014,

20 May 2014, 04 June 2014 (special), 10 June 2014, 22 July 2014, 12 August 2014, 16 September 2014, 11 November 2014, 25 November 2014.

Eleven Vice-Chancellor's MEC Circulars were circulated in 2014, on the following dates, to approve and/or note matters in between scheduled meetings: 4 March 2014, 25 March 2014, 8 April 2014, 6 May 2014, 3 June 2014, 24 June 2014, 6 August 2014, 23 September 2014, 21 October 2014, 28 October 2014, 4 November 2014.

The overall attendance of the MEC meetings were excellent, reflecting an attendance rate of 99% (one absenteeism during the reporting year). The attendance of the MEC committees was satisfactory and all of the meetings were quorate.

## **MATTERS OF SIGNIFICANCE DISCUSSED, CONSIDERED, NOTED AND APPROVED BY MEC**

### **• Governance and related matters:**

- Recommending to the Council Exco, for discussion and recommendation to the Council, for consideration, amendments to the UJ Statute;
- Recommending to the Council Membership Committee (CMC), for discussion and recommendation to the Council, for consideration, the following in respect of Council representatives on Council committees:
  - Membership of the Finance Committee of Council (FCC): a replacement should be considered for Ms G.M.B. Coetzer;
  - Mr J.P. Burger's membership on the various committees should be reconsidered, in view of his busy schedule;
  - In order to ensure gender equality in terms of Council committee chairpersons, the possibility of appointing a female Chairperson for the Human Resources Committee of Council (HRCC) should be considered;
- Recommending to the Council Exco, for consideration, possible candidates to be appointed to vacant co-opted position on the Council;
- Recommending to the CMC, for consideration and recommendation to Council, that in future, the DVC: Strategic Services should be the additional MEC-nominated DVC on the Audit and Risk Committee of Council (ARCC) (in accordance with Clause 4.8 of the ARCC Charter);
- Approving that, in future, the DVC representing the MEC on the IF should be the DVC: Strategic Services (in accordance with Clause 4.2 of the Charter for the IF);
- Supporting and recommending to Council Exco, for approval, the honoraria payable to external Council members for attending and participating in meetings during 2014;
- Approving the revised Rules for Effective Meetings;
- Approving the Draft 2015 Year Programme;
- Approving the template for submissions to the MEC and the template for reports (quarterly, bi-annual and annual) to the MEC;
- Charters:
  - Recommending to the Council Exco, for consideration and recommendation to Council, for approval, the Charter for the CMC;
  - Recommending to the Council Exco, for consideration and recommendation to Council, for approval, the revised Charter for the Council Exco;
  - Recommending to the Council Exco, for consideration and recommendation to Council, for approval, the revised Charter for the Alumni Dignitas Committee;
  - Approving the revised Charter for MECA;
  - Approving the revised Charter for MECO;
  - Approving the revised Charter for the MEC Committee for People with Disabilities;
  - Approving the revised HIV and AIDS Committee Charter;
- Supporting and recommending the proposed schedules of business of the Council committees to the relevant committees for consideration;



- Appointing the interim chairpersons, from 1 May 2014 to 30 April 2015 for the MECO (DVC: Finance) and the MEC PWD (Registrar), after which the DVC: Strategic Services would assume duty as Chairperson as per the charters;
- Appointing employees as employer trustees/alternates on the UJ Pension Fund, the UJ Defined Benefit Pension Fund and the UJ Provident Fund;
- Discussing and noting the Council Workshop report and initiate appropriate actions, as and when required;
- Discussing and noting the reports of the following statutory committees and initiate appropriate actions, as and when required: Council, CMC, Council Exco, Naming Committee, Senate, Senex, Senate Academic Freedom Committee, the MEC committees, the Institutional Forum and the Student Services Council;
- Discussing and noting the outcomes of the 2013 committee reviews conducted by the Council (and committees), Senate (and committees) and MEC (and committees);
- Discussing and noting the UJ's 2013 Annual Report, for submission to the Council, for consideration;
- Determining the programmes for the MEC and Executive Leadership Group (ELG) Strategic Breakaways and discussing and noting the reports thereof, and initiate the appropriate actions, as and when required;
- Discussing and noting the campus visit reports and initiate appropriate actions, as and when required;
- Discussing and noting the report on the VC Consultation with the Senior Leadership Group and initiate appropriate actions, as and when required;
- Conducting the MEC performance review for 2014.
- **Planning related matters:**
  - Approving the key priorities for each MEC portfolio for 2014, for inclusion in their respective 2014 performance agreements;
  - Supporting and recommending to the Council, for approval, the revised Strategic Plan 2020/25;
  - Supporting the roll-out of the Global Excellence and Stature (GES) initiatives, 2014 to 2016 and discussing the progress with the implementation thereof;
  - Supporting and recommending to the Council Exco, for support and recommendation to the Council, for consideration, the 2014 Institutional Scorecard;
  - Approving the Institutional Quality Enhancement Project Plan;
  - Discussing and amending the UJ Annual Performance Plan, for submission to the DHET;
  - Discussing and amending the Annual Performance Plan;
  - Discussing the letter from the Minister of Higher Education and Training on Reporting Regulations.
- **Policies and processes:**
  - Supporting and recommending to the Senate, for consideration, the following:
    - The revised Policy on the Criteria for the Appointment of Distinguished Professors
    - The revised Policy on the Criteria for the Appointment of Distinguished Visiting Professors;
    - The revised Policy on the Regulation of Secondary Income Generating Supplementing Employees' Income;
    - The revised Incentive Scheme for Research Output;
  - Approving the revised Resourcing Policy;
  - Approving the revised Job Evaluation Policy;
  - Approving the revised Rewards and Benefits Policy;
  - Approving the revised Policy on the Process for making Acting Senior Appointments;
  - Approving the revised Appointment Procedure for Executive Deans;
  - Approving the revised Appointment Process for Vice-Deans;
  - Approving the Appointment Process for Heads of Schools;
  - Supporting the Unpaid Leave Policy, for consultation with the labour unions;
  - Approving the revised Policy on Fundraising;
  - Approving the revised Policy on Stewardship and Donor Recognition;
  - Approving the revised Policy on Ad Hoc Venue Booking and the Hiring of Venues;
  - Approving the revised Policy on Transport;

- Approving the Policy on Employee Wellness;
- Approving the revised Policy on Brand and Corporate Visual Identity;
- Approving the revised Policy on Records Management;
- Approving the revised Policy for the Management of Staff, Students and Patients who are exposed to Infectious Agents.
- **Academic, research, and academic administration-related matters:**
  - Supporting and recommending to the Senex, for support and recommendation to the Senate, for consideration, the proposal of the Faculty of Engineering and the Built Environment (FEBE) to establish a School of Engineering Management;
  - Supporting and recommending to the Senex, for discussion and recommendation to the Senate, for consideration, the recommendation that the compulsory Staff Doctoral Qualification Improvement Programme should be initiated, with the necessary consultation process to be determined;
  - Supporting the proposal that two academic staff members should not be required to complete their master's qualifications as part of the Staff Qualification Project at Master's Level, on the understanding that they apply for status recognition for the B Arch degree as being the equivalent to the M Arch (Professional), for the purposes of registering for their doctoral studies;
  - Approving the recommendations regarding the South African Youth Development Institute (SAYDI) and the UJ's representatives on the SAYDI Board;
  - Approving the change in reporting lines of the Process Engineering and Environment Technology Station and the Metal Casting Technology Station from FEBE to the Research and Innovation Division;
  - Determining themes for the 2014 Senate meetings;
  - Agreeing on the approach to be followed for dealing with the postgraduate students in the system for a longer period than the UJ approved maximum time;
  - Agreeing to extend the last day of registrations for 2014;
  - Discussing and noting the Report on the White Paper for Post-School Education and Training: Building an Expanded, Effective and Integrated Post-School System;
  - Noting and submitting to the Council Exco, for discussion, the Ministerial Statement on Student Enrolment Planning for universities, 2014/15 to 2019/20;
  - Discussing and noting the Teaching and Learning Strategy;
  - Discussing and noting the Improvement Strategy for International and Postgraduate Applicants;
  - Agreeing on the UJ's academic and research collaboration with international universities;
  - Discussing and noting the report on the introduction and overview of trends in postgraduate enrolments, 2010 to 2014;
  - Discussing and noting the report on the funding of the UJ's honours special bursaries;
  - Discussing the manner in which to enhance the UJ's Study Abroad programmes and increase the student numbers;
  - Faculty peer reviews
    - Discussing and noting the 2014 peer review reports of the Faculty of Economic and Financial Sciences and the Faculty of Management;
    - Agreeing that, in view of the absence of an Executive Dean in the Faculty of Science, its peer review be replaced with the Faculty of Law in 2015;
    - Approving the panel members for the peer review of the Faculty of Engineering and the Built Environment and the Faculty of Law;
  - Discussing, reviewing and noting the following:
    - The report on the summative assessment (June 2014);
    - The report on undergraduate success rates for first semester modules;
    - The report on the undergraduate applications and admissions (January 2014);
    - The report on the Management of Late Applications;
    - The 2014 Registration Report;
    - The Graduation Report on the March/April and May/June 2014 graduation sessions;

- The 2014 registrations;
- The 2015 application statistics;
- The 2014 Academic Opening.
- **Finance and risk related matters:**
  - Supporting and recommending to the FCC, for support and recommendation to the Council, for consideration, the proposed budget for 2015 and the proposed CAPEX budget for 2015;
  - Supporting and recommending to the FCC, for discussion and noting, the 2013 Preferential Procurement Report;
  - Discussing and recommending to the FCC, for discussion and noting, the provisional review of the 2013 financial results;
  - Discussing and recommending to the FCC, for discussion and noting, the quarterly 2014 Year-to-Date Management Accounts;
  - Supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the 2013 Audited Financial Statements;
  - Supporting and recommending to the ARCC, for support and recommendation to the Council, for consideration, the Strategic Institutional Risk Register;
  - Supporting and recommending to the ARCC, for consideration, the governance arrangements applicable for Resolution Circle;
  - Supporting and recommending to the ARCC, for noting, the Risk Management Implementation Plan;
  - Approving the recommended salary matrix for new employees, effective 1 September 2014;
  - Approving the recommendation that, in the medium term, the remuneration packages of the existing employees should be converted to the Total-Cost-to-Company dispersion;
  - Supporting the recommendations in respect of Provident Fund-backed housing loans, which were amended where applicable to preserve a significant part of the individual members' retirement benefits;
  - Discussing and noting the Ministerial Statement on University Funding: 2014/15 and 2015/16;
  - Discussing and noting the report on the provisional impact of the proposed changes contained in the above Ministerial Statement and proposing options to cover the loss in government grants resulting from the changes;
  - Discussing and noting the Ministerial Statement in the Management and Utilisation of Teaching Development Grants;
  - Discussing the NSFAS funding and shortfall (2013 and 2014) and agreeing to guarantee funding for final year students, on the assumption that the University could raise a part thereof;
  - Discussing and noting the report on electrical compliance at the UJ;
  - Discussing and noting the internal audit reports;
  - Discussing and noting the external auditors' management letter to the ARCC;
  - Discussing and noting the Internal Audit Coverage Plan;
  - Discussing and noting the Bi-Annual Value for Money Review.
- **Infrastructure development, ICT and related matters:**
  - Supporting and recommending to the PRCC, for consideration, the following infrastructure audit reports (for submission to DHET):
    - Infrastructure Plan;
    - Infrastructure Audit: Universal Access for People with Disabilities;
    - Strategic Building Maintenance Plan;
  - Approving and recommending to the FCC and to the Resolution Circle Management Committee, for ratification, the Tender Committee's recommendation that the Request for Proposal for the repurposing of the Auto & General Building be awarded to Turnkey Solutions;
  - Approving and recommending to the FCC, for ratification, the Tender Committee's recommendation that the purchase of Cryogen Free Measurement System be awarded to the preferred supplier, Cryogen Ltd. (UK);
  - Approving and recommending to the FCC, for ratification, the Tender Committee's recommendation

- that the tender for the construction of the new lecture venues at the Funda UJabule School at SWC be awarded to Lemay Construction (Pty) Ltd;
- Approving and recommending to the FCC, for ratification, the Tender Committee’s recommendation that the tender for the construction of the second student residence be awarded to Fikile Construction (Pty) Ltd, on the understanding that the project should be completed within the approved budget;
  - Approving and recommending to the FCC and to the PRCC, for ratification, the Tender Committee’s recommendation to award the tender for the Resolution Circle Metal Removal and Metal Forming Workshop to the following suppliers: Victor, Retecon, F&H, WD Hearn, CML, Puma, Knuth and Durmazlar;
  - Approving and recommending to the FCC and to the PRCC, for ratification, the Tender Committee’s recommendation to award the tender for the leasing of capital equipment to Innovent;
  - Approving the proposal for constructing a Student Centre at the SWC, on the understanding that it should be completed over two years, for submission to the PRCC for discussion and noting;
  - Ratifying the request for a change order for the additional amount required for the installation of the fire detection system in the new A-Ring lecture venues (APK), for submission to the PRCC, for noting;
  - Supporting the renovations at the RC Nano Building to accommodate offices for postgraduate students, postdoctoral fellows and the section within the Postgraduate Centre dealing with these students;
  - Supporting the report to DHET on the Infrastructure and Efficiency Funding Projects;
  - Approving the proposals relating to the enhancement of safety and security at the UJ and agreeing on the manner in which the funding for the enhancements should be secured, for submission to the PRCC for discussion and noting;
  - Approving the recommendation that Phase 1 of the Academic Accommodation Initiative, to be funded from the GES budget, be implemented;
  - Approving the recommendation that space on the second floor of the Perskor Building at DFC be assigned for the Samsung Class Laboratory Facilities;
  - Approving the recommendation that the UJ migrate its disaster recovery site to an offsite commercial facility;
  - Approving the manner in which privately-funded international students (excluding those from the South African Development Community) should pay their tuition fees, applicable from 2015;
  - Discussing the DFC Consolidation Project;
  - Discussing the progress made with the provision of handheld devices to first-year undergraduate students;
  - Discussing and noting the report on the water damage to the APK Library Roof.
- **Human resources and related matters:**
    - Supporting and recommending to the Human Resources Committee of Council (HRCC), for consideration, the Employment Equity Report to the Department of Labour;
    - Supporting and recommending to the HRCC, for discussion and recommendation to the Council, for consideration, the revised Human Resources Delegation of Authority;
    - Considering recommended 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 recommendation that the UJ appointment category, non-academic employee, be changed to support employee;
    - Approving the creation of the following senior director positions:
      - Senior Director: UJ Sport and approving the appointment of the recommended candidate;
      - Senior Director: Campuses and agreeing on the manner in which the candidate should be appointed into the position;
      - Senior Director: International Office;
      - Senior Director: Research Office;
    - Approving the Selection Panel’s nominees for the VC Distinguished Awards (teacher excellence, research, innovator);
    - Considering the ELG members’ recommended nominees for the VC Award for Employees for Service

- Beyond the Normal Call of Duty and approving the recipient(s) of the Award;
- Approving and recommending to the Senex, for ratification, the Selection Panel's recommendations in respect of the appointment of Distinguished Professors and Distinguished Visiting Professors;
  - Approving the recommended appointment of the Vice-Dean of the Faculty of Humanities and the Vice-Dean of the Faculty of Engineering and the Built Environment;
  - Approving the recommended appointment of House Wardens;
  - Approving the following appointments:
    - The Selection Committee's recommendation on the appointment of the Director of the Institute for Advanced Studies;
    - The Selection Committee's recommendation on the appointment of the Director of the Institute for Pan-African Thought and Conversation;
    - The Selection Committee's recommendation on the appointment of the Director of the Institute for Water and Nanotechnology;
    - The recommendation to appoint an acting Co-Director of the Confucius Institute;
  - Approving the abolishment of positions vacant for 18 months and beyond as on 30 June 2014, on the understanding that those in the resourcing process would be excluded;
  - Agreeing on the manner in which the savings resulting from the abolishment of the positions would be allocated;
  - Considering requests to appoint family members in the same division/faculty;
  - Supporting the template for the ELG's 2014 performance agreements;
  - Reviewing and moderating the 2014 performance review of the executive deans and the executive directors;
  - Granting recognition to two unions, meeting the UJ's threshold requirements, for a period of three years commencing on 1 January 2014, subject to the annual monitoring of their membership to ensure they met the set requirements;
  - Agreeing the MEC members to be allocated to each UJ campus to regularly interact with the staff from various faculties/divisions and discussing and noting the feedback from these visits;
  - Supporting the proposal to establish a Trust Fund for the contracted cleaning services staff;
  - Agreeing with the recommendations on the way forward with the ELG members' whose contracts would expire in 2015 and 2016, for consideration at the Council;
  - Discussing the progress made with recruiting and shortlisting of candidates for vacant ELG positions;
  - Discussing and noting the reports in respect of the "Justice for Cleaner Campaigns";
  - Discussing and noting the following annual/quarterly reports:
    - The quarterly Employment Equity Reports (2014), as well as the Annual Employment Equity Report (2013);
    - The progress reports on Human Resources Efficiency and Effectiveness;
    - Report on the 2013 Performance Management System;
    - The bi-annual reports on non-designated appointments;
    - The annual and quarterly reports on the downward management of remuneration;
    - The annual and quarterly reports on academic promotions;
    - The annual and quarterly reports on absenteeism management;
    - The bi-annual reports on the ELG leave status;
    - The 2013 annual report on data integrity;
    - The reports of the Selection Committees on appointments at peromnes level 5;
    - The annual and quarterly reports on peromnes 5 and peromnes 6 Support and Service Appointments;
    - The Staff Establishment figures;
    - Discussing and noting the report on the 360-degree Leadership Survey for Senior Managers (2013);
    - Discussing and noting the Emerging Leadership Programme (2013);
    - The report on the 2014 salary matrix and approving the recommendation in respect of the adjustment of the 2014 salary scales;

- Noting the Summary of the Human Resources Peer Review Process.
- **Student related matters:**
  - Approving and recommending to the Council Exco, for noting, the 2015 SRC Election Plan and noting the outcome of the elections;
  - Supporting and recommending to the Council Exco, for approval and recommendation to the Council, for ratification, the proposed amendments to the UJSRC Constitution and the SRC Electoral Policy;
  - Noting the report on culture at the UJ's residences, with the advice that the recommendations in the report should be pursued;
  - Discussing and noting the report on the 2014 UJSRC Election and recommending to Council that the 2014 UJSRC elections be confirmed;
  - Recommending to the Council that the DFC-ANCYL's application to the Johannesburg High Court for the disbandment of the UJSRC, the nullification of the DFC elections, for the IEC to be compelled to conduct a re-election and for the UJ to pay the cost of their application, should be opposed, based on a number of reasons;
  - Discussing and noting the Dashboard for Monitoring Residence Occupancy;
  - Discussing and noting the annual and quarterly reports on student disciplinary cases.
- **Other matters:**
  - Supporting and recommending to the Council, for consideration, the following recommendations by the Naming Committee for the naming and/or renaming of buildings:
    - Auckland Park Bunting Road Campus (APB): The renaming of the auditoriums B Red 6, B Red 20, B Red 21 and B Red 22 at APB to the following: Albertina Sisulu, Helen Suzman, Lillian Ngoyi, Ruth First;
    - DFC: The name "Kodak" for the naming of the Kodak Building should be retained;
  - Supporting the UJ's Transformation Report;
  - Approving the 2014 Staff Day proposal;
  - Approving the draft Guidelines for the Hosting of High-level International Delegations/Visitors at the UJ;
  - Approving the proposed plan for the implementation of the Protection of Personal Information Act at the UJ;
  - Supporting the proposed partnership with the South African Women in Dialogue, on the understanding that the UJ would not be involved in any financial commitment and that the rental and utilities would not be charged for first two years only;
  - Supporting the proposed partnership with the Dr Richard Maponya Institute for Skills and Entrepreneurial Development;
  - Supporting the proposed partnership with the Ingcali Women Empowerment Consortium (Pty) Ltd, on the understanding that the funding/funding model should be clarified;
  - Approving the UJ's involvement with *The Thinker*;
  - Supporting and recommending to the Council Exco, for discussion and recommendation to the Council, the proposal for creating an UJ Ombuds Office;
  - Supporting the recommended candidate (and second candidate) for the position of UJ Ombudsman, for recommendation to the Council, for consideration;
  - Agreeing on the communique that should be circulated to staff and students in respect of the Ebola Virus Disease in the affected countries in West Africa;
  - Discussing and noting the preliminary report on the 2014 Culture and Climate Survey;
  - Discussing and noting the list of the UJ's Leading Alumni;
  - Discussing the new marketing campaigns (UJ and Alumni);
  - Discussing and noting the quarterly reports on Alumni Relations;
  - Discussing and noting the quarterly reports on domestic and global reputation management;
  - Discussing and noting the 2013 Internationalisation review;
  - Discussing and noting the analysis of the QS subject ranking results for 2013;
  - Discussing and noting monthly security reports;
  - Discussing and noting the annual and quarterly reports on the following:

- Occupational Health Practice;
  - Primary Health Care;
  - HIV and AIDS;
- Discussing and noting the 2013 Occupational Safety Report.

## **GOVERNANCE PERFORMANCE: MEC AND MEC COMMITTEES**

The results of the annual performance reviews are as follows:

- *MEC*: execution of functions: 9.5, governance compliance: 10.0 and committee administration: 10.0. Comments include that the effectiveness of institutional MEC committees should be reviewed bi-annually; members should advise the Secretary timeously of submission of items and/or supporting documents.
- *MEC Academic Committee*: execution of functions: 8.5, governance compliance: 10.0 and committee administration: 10.0. The comment was made that MECA advises the MEC on operational academic and research-related and does not take decisions on behalf of the MEC.
- *MEC Operations Committee*: execution of functions: 8.5, governance compliance: 10.0 and committee administration: 10.0.
- *MEC CPWD*: execution of functions: 8.6, governance compliance: 10.0 and committee administration: 10.0. Comments include that the wording of an item should be changed to: *Provides advocacy and facilitates the establishment of support for student/employees with disabilities*; the Committee has made noticeable progress over the past 18-24 months and much development has taken place.
- *MEC Risk Management Committee*: execution of functions: 8.5, governance compliance: 10.0 and committee administration: 10.0.
- *MEC Enrolment Management Committee*: this committee commences meetings in November and continues during the registration period in January and February, with the final meeting taking place in March. No performance review is conducted.



**Ihron Rensburg (Prof.)**  
Vice-Chancellor and Principal

# STUDENT REPRESENTATIVE COUNCIL (SRC) REPORT

## OVERVIEW

The Student Advisory Council (SAC) was established for the period 1 January 2014 to 31 March 2014. This was due to the postponement of the 2014 SRC elections and the fact that the 2013 SRC term of office was coming to an end on 31 December 2013. However, the period was further extended to 25 April 2014 due the delay in finalising the elections of 2014 SRC.

The SAC comprised of 49 members distributed as follows:

- 10 members on the Central SAC;
- 10 members on the APB SAC;
- Seven (7) members on the APK SAC;
- 10 members on the DFC SAC;
- 12 members on the SWC SAC.

The 2014 SRC members were elected between 9 and 11 April 2014, but its constitution was delayed due to objections and appeal processes. The 2014 SRC was successfully constituted on 21 May 2014. The 2014 SRC was comprised of 48 members, distributed as follows: eight (8) on the UJSRC and 10 on each campus SRC.

## STABILITY AND STATURE OF THE SRC

- 13 members of SRC were replaced by their respective organisations: one from the UJSRC, two from APB, five from DFC and five from SWC;
- Three members of the SRC (one from the UJSRC and two from Soweto campus SRC) were suspended on 22 August 2014, pending a formal and official disciplinary process by the University. The suspension was as a result of the allegation that the members behaved inappropriately during the Varsity Cup soccer game held on 18 August 2014 at the SWC.
- The membership of four SRC members (one from the UJSRC, two from the SWC and one from the SWC who was not suspended initially) was terminated due to the findings of the Student Disciplinary Committee on the reported misconduct that had a potential of putting the University into disrepute.

## PERFORMANCE

### • SRC induction and training:

Members of the SRC attended the Induction Programme from 25 to 27 June 2014. The induction focused mainly on UJ policies and procedures, structures of the University including governance processes, reporting on essential standing decisions, discussions on Global Excellence and Stature as in the 2025 Strategy and also Professional Etiquettes. The training on personal and leadership development was scheduled for 5 to 7 September 2014.



- **Benchmarking and Development Programme:**  
Four members of the UJSRC, accompanied by the officials of Student Affairs and the Division for Internationalisation, visited the Georgia State University and the Georgia Institute of Technology in the USA, from 28 June to 07 July 2014 for benchmarking and learning purposes.
- **Representing students during the academic exclusion appeals:**  
The SRC represented students in appeal processes for academic exclusions across eight faculties (excluding the Faculty of Art, Design and Architecture). The appeal process for the Faculty of Art, Design and Architecture took place in January before the current SRC took office.
- **Mandela Day:**  
The UJSRC partnered with UJ Community Engagement during the Mandela Day and participated in the UJ formal programme at which the UJSRC President gave an address on the importance of volunteering services to communities and less advantaged people. The UJSRC also participated in the cleaning campaign at Helen Joseph Hospital.
- **Policy Review:**  
The SRC and subsequently the Student Parliament engaged in the review of the SRC policies from 9 to 11 July 2014 and 19 to 20 July 2014 respectively. Two policies reviewed and submitted for the attention of the University Council were the SRC Constitution and the Electoral Policy. The University Council ratified the proposed amendments to the SRC Constitution and Electoral Policy on 18 September 2014.
- **Residence Serenade Competition:**
  - Both the UJSRC and campus SRCs organised series of UJ serenade competitions in preparation for the ATKV National Serenade. The UJSRC hosted both the UJ Central and ATKV National Serenade competitions.
  - Five universities participated in the competition, namely: the University of the Free-State, the UJ, the University of Pretoria, the University of North-West and the University of Stellenbosch which was hosted from 29 to 31 August 2014. The University of Pretoria won the first prize whilst the UJ won the second place.
  - The Serenade Competitions were largely supported by Student Affairs and the Arts Centre.
- **Cycling Project (use of bicycles to travel in-between campuses):**
  - Two members of the UJSRC, one representative from the Student Life and Governance Division and two representatives of the Division of Property Management visited the University of Stellenbosch on 28 and 29 September 2014 to benchmark on the cycling project which it implemented three years ago.
  - The UJSRC is convinced that the UJ should explore with the aim of implementing the cycling project for students and employees to use bicycles when travelling between campuses.
- **UJ International Day:**  
The UJSRC had improved its relationship with the Division for Internationalisation and as a result the UJSRC participated in the UJ International Day and its programme of highly diverse cultural activities to showcase and learn about the enormous diversity of our international University. Both the President and Secretary-General of UJSRC were given the opportunity on the day to engage and speak to the international students.
- **Mr and Miss UJ:**  
Both the UJSRC and campus SRCs organised pageant competitions across the four campuses. The campus events were a build-up to the central event. The purpose of the pageant events was to integrate students and promote students giving voluntarily service to surrounding communities. Following on the events, UJSRC crowned both Mr and Miss UJ.
- **Student Meal Assistance:**
  - The Student Meal Assistance was primarily managed by Student Life and Governance in conjunction with the SRC. The service to students was provided through Gift of the Givers. The University contracted Gift of the Givers to provide two meals a day to 2100 students for 280 days at the amount of R10 million.
  - The UJSRC was of the view that the Student Meal Assistance Programme enhanced student life and enabled students to meet their academic and social obligations. 3 889 students benefited from the programme.

- The UJSRC supported the continuation of the programme but the quality assurance and monitoring interventions should be improved.
- **UJSRC Trust Fund:**  
The UJSRC Trust Fund for 2014 was R7 million, and it was distributed among 322 deserving students. The UJSRC managed to secure R9 million for the 2015 academic year.
- **Fee discussions:**  
Fee discussions for the academic year 2015 were concluded amicably and successfully. The comprehensive report in terms of the increase percentage and student benefits was communicated to students.
- **SRC Elections 2015:**  
The 2015 SRC elections were successful and the results were accepted by all participants and students. The APK SRC and the SWC SRC were constituted on 31 October 2014, whilst the DFC SRC was constituted on 3 November 2014 and the APB SRC and UJSRC were constituted on 6 November 2014.
- **SRC participation in LGBTi awareness:**  
The SRC supported and participated in LGBTi awareness and educational initiatives through the student organisation called Liberati. The initiatives were to educate students and call for tolerance and understanding of people with different and diverse sexual orientation.

## CONCLUSION

In conclusion, the SRC would like to indicate that its primary objective for its short term of office was to restore the image and reputation of the SRC. The SRC further recognised the importance of its role in representing and advocating for all UJ students within the governance structures of the University.

The SRC would further like to indicate its appreciation to all the offices that opened their doors to it when they knocked; its slogan was that it was not about quantity but quality, meaning that the period in office as Student Representative Council did not matter as much as what it did with that time. It was called the SRC with a special term. Indeed it was special.

A handwritten signature in black ink, consisting of a large, stylized initial 'T' followed by a cursive surname.

**Tumi Mketi (Ms)**

Senior Executive Director in the Office of the Vice-Chancellor

# STUDENT SERVICES COUNCIL (SSC) REPORT

## OVERVIEW

The SSC operates within and in accordance of the provisions of the Charter for SSC approved in 2009, which prescribes the composition, function and scope of the Student Services Council. The SSC provides a platform for the structures of student leadership (SRC, house committees, student societies and RAG) and executive directors of different divisions of the University to consolidate views and develop proposals or advice to the University Management on student services and support issues.

There were two meetings held in September and October 2014. Both meetings were quorate and each stakeholder group was represented.

The meetings were co-chaired by the Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs (or representative, namely the Executive Director: Student Affairs) and the UJSRC President (or alternate, namely the Secretary-General). The administrative and secretariat support of SSC were provided by Student Affairs.

## MATTERS CONSIDERED OR NOTED BY THE SSC

- **Policy matters:**
  - The revised draft Off-Campus Accommodation policy was presented and members were encouraged to submit inputs to the Director of Student Accommodation and Residence Life (SARL). The review of this Policy was finalised recently to incorporate findings from the investigation of the Off-Campus Accommodation processes as instituted during 2014, and will be submitted to the Management Executive Committee for approval.
  - Review of the Constitution of the SRC and SRC Electoral Policy
    - Student Life and Governance (SLG) reported on the consultation process with SRC and Student Parliament regarding the review of the SRC Constitution. The recommendations of the consultation process were submitted to the Management Executive Committee for consideration and further submission to the University Council for approval.
    - It was reported in the October 2014 SSC meeting that Council had approved the proposed amendments to the SRC Constitution and Electoral Policy. Student Affairs and the UJSRC were advised to conduct awareness campaigns around the reviewed SRC Constitution and Electoral Policy. The consultation with the 2015 SRC was scheduled for early 2015.
- **Operational/administrative matters:**
  - SRC elections:
    - A report of the 2014 SRC elections process was presented to and noted by the SSC. The plan and time schedule for the 2015 SRC elections were also discussed.

- During the October 2014 meeting the Executive Director: Student Affairs reported that the 2015 SRC election process had proceeded smoothly and that voting took place on 15 – 17 October 2014. At the time of the October 2014 meeting the elections process was not yet finalised as the period of objections and appeals was not concluded.
- 2015 fee negotiations: The UJSRC President reported at the September 2014 meeting on the ongoing fee negotiations that were proceeding well at the time.
- Student disciplinary cases: A report of the nature and statistics of disciplinary cases that have been concluded since the beginning of the year was tabled for discussion. It was noted that three SRC members from the SWC were suspended following an incident during the Varsity Football event.
- Student Registration: It was reported that NSFAS applications had closed on 1 October 2014 and that approximately 19 280 applications had been received. Student Finance reported that the processing of the applications would start on 15 November 2014 and that the selection of senior students would immediately be done after the finalisation of the November 2014 examinations academic results, whilst that of first years would be done after January 2015, and following the publication of matric results. Student Finance had committed to continue engaging SRC on NSFAS developments.
- **Service delivery matters:**
  - Inter campus buses: The UJSRC President reported that the request for an additional bus which would move directly between DFC and SWC had been approved. This would bring the total number of buses servicing all the UJ campuses to 15. The SRC also expressed concern regarding the scheduling of lunch breaks for the bus drivers as the current arrangement had an impact on students. The SRC recommended that lunch breaks of the bus drivers should be staggered to allow for an uninterrupted service to all campuses. The proposal was accepted by the SSC.
  - Campus safety and security: A progress report regarding the enhancement of safety and security as well as the University process of identifying safety corridors around its campuses was presented. Student leaders were also requested to encourage students to take responsibility for their own safety.
  - In-House Student Funeral Fund: It was reported that the proposal for the Student Funeral Fund was approved by the Management Executive Committee. The SRC and Student Affairs were to propose the amounts for transporting students to funerals and donating to the families of the deceased. A maximum of R17 000.00 for transport and R8 000.00 for funeral expenses were agreed upon.
- **Campus and Student Life matters:**
  - Institutional Transformation:
    - The UJSRC President presented a verbal report on transformation issues that the SRC was concerned about for noting. The UJSRC also reported that they had discussed transformational issues with the VC, in particular the issue of Afslaan Sport residence which was perceived by students as a preserve of one race group at the expense of others.
    - It was recommended that the Transformation Office in conjunction with Student Affairs formulate a programme for addressing student related transformation issues. It was also agreed that the matters raised be addressed through relevant forums and/or divisions, for example, the issues around residence culture should be addressed through the Residence Renaming Project and the perceived racial segregation at Afslaan Residence should be addressed with the SARL Director.
  - Proposal on student events:
    - The UJSRC President indicated that a proposal on how student events where alcohol would be served would be handled in future was to be discussed and presented through Student Affairs for consideration by the Vice-Chancellor and Management Executive Committee. However, it was noted that until such time as the Vice-Chancellor and the Management Executive Committee decided otherwise, events with alcohol remained suspended/banned.
    - It was agreed that student leaders in conjunction with Student Affairs would establish a Young Men's Forum for the purpose of promoting responsible conduct and raising awareness on the dangers of abuse of alcohol and gender-based violence.

- First and Senior Year Student Experience: It was reported that the 2015 orientation programme for first-year students would be coordinated in conjunction with faculties. The division of Academic Development and Support also indicated that it was working on a programme for supporting senior students to equip them for postgraduate studies, the place of work and to be active Alumni.

## **CONCLUSION**

The SSC meetings held in 2014 allowed the Student Representative Council as well as the student support services divisions to engage on matters that involve service delivery, policy matters and operational issues that affect students. Although the SSC met only twice in 2014, both meetings were well attended and representative of all stakeholders and the meetings proceeded well

A handwritten signature in black ink, consisting of a large, stylized initial 'M' followed by a series of loops and a long horizontal stroke.

**Tumi Mketi (Ms)**

Senior Executive Director in the Office of the Vice-Chancellor

# CONVOCATION REPORT

## OVERVIEW

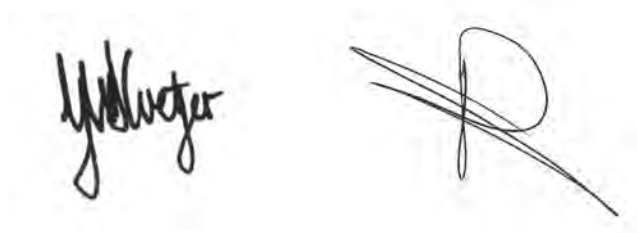
The activities of the Convocation showed a marked improvement in 2014 as opposed to 2013 in that 3 meetings were held during the course of 2014.

- **Special meeting held on 13 March 2014:**
  - The Vice-Chancellor highlighted that 2013 was an outstanding year for UJ and was one of great reward and also of great challenge in that the UJ:
    - Introduced the new and revolutionary online late enquiry and application system;
    - Achieved the overall enrolment targets;
    - Beat the graduate output targets;
    - Surpassed the research output targets;
    - Exceeded by far the target success rates;
    - Successfully grew the global footprint and academic reputation;
    - Successfully hosted President Barack Obama in his Town Hall conversation with young people;
    - UJ was the fastest mover in the URAP University Rankings by Academic Performance (from 10 388 to 788);
    - Achieved a top 4% rank in the QS World Class Ranking;
    - Ranked 61st on the QS BRICS World Class University Ranking;
    - Stewarded the financial and physical resources with great efficiency; and
    - Sustained its position as SA's number two university brand.
  - In providing an overview of how 2014 was started, the following was highlighted:
    - The DFC re-development was not completed on time;
    - The roll-out of tablets/notebooks in first-year undergraduate teaching and learning started;
    - In respect of NSFAS a total of 8 527 students of 12 000 qualifying students were supported;
    - A group of less than 1 000 students disrupted registration;
    - Improving On- and Off-Campus security is on the top of the priority list;
    - A critical task for 2014 is implementing the 2025 Global Excellence and Stature Plan;
    - The University achieved its budgeted income in 2013 with actual income reaching 101% of budget;
    - 29 May 2014 would see the first combined Alumni-Convocation Day which will provide an opportunity for UJ alumni to gather at UJ with various activities lined up including a panel discussion with leading South African opinion makers and opportunities for alumni affinity groups to gather.
- **Annual General Meeting held on 29 May 2014**
  - The President of the Convocation (Ms Coetzer) highlighted the following:
    - The need for UJ to receive support from the Alumni;
    - The importance of the Charter for the Convocation and for Alumni to resolve the feedback loop through the Alumni Exco;
    - That the VC's contribution and commitment to the Convocation demonstrated his commitment to the institution;

- That the VC's report summarized how UJ had progressed;
  - She expressed appreciation for the introduction on the Alumni Day with the activities of the day which focused on affinity groups and entrepreneurship;
  - Entrepreneurship remained an important topic since it could assist in alleviating the unemployment challenge facing the country;
  - The UJ Alumni Network Portal should be utilised for conversation, information and to create a pull option. It also pushed for freedom of association which would add value to the reputation of the institution;
  - Alumni should be ambassadors of the UJ brand.
- The Vice-Chancellor indicated that UJ had made excellent progress and he was confident that given the now well-established focus and momentum, UJ would continue to exceed expectations. He focused on the following in his presentation:
    - The UJ was well on track with its strategic goals, through outcomes and achievements in teaching and learning, research and community engagement;
    - A brief presentation focused on the achievements of the faculties, departments, centres and bodies within UJ and how their initiatives had contributed to the UJ's strategic focus;
    - Governance structures and processes, financial standing and institutional effectiveness had contributed to the UJ's overall success.
  - The Charter for the Executive Committee of the Convocation was approved.
  - It was decided that the three Convocation representatives on Council should also serve on the UJ Alumni Dignitas Award Committee.
  - Mr M. Mkhonto was elected as President of the Convocation and Ms Memela-Khambula was elected as a Convocation representative on Council.
- **Special meeting held 14 October 2014:**
    - The Constitution of the Convocation was amended to address the anomaly that the President served for a period of three years while all elected office bearers hold office for four years. It was decided that all elected office bearers would also hold office for a period of three years and the Constitution was amended accordingly.
    - The term of office of the Deputy President had expired and Mr B Mthembu was elected as Deputy President. Ms S Mlonyeni was elected as an additional member of the Executive Committee of the Convocation.

## CONCLUSION

2014 was a successful year for the Convocation judging by the number of meetings held. The newly elected President has stated clearly the intention to take the Convocation forward and in this light has met on a number of occasions with the Registrar and the Executive Director: Advancement to ensure maximal cooperation between the Alumni Office, the Office of the Registrar and Convocation.



**G.M.B. Coetzer (Ms) and M. Mkhonto (Mr)**

President: Convocation

# CONCLUSION AND WAY FORWARD

The above governance report confirms that the governance at the University is excellent and that the principle of sustained excellence has been achieved. It is expected that the revised Strategic Plan will take UJ and the governance of UJ to a next level of “global excellence and stature”.



**Kinta Burger (Prof.)**  
Registrar



**Ihron Rensburg (Prof.)**  
Vice-Chancellor and Principal



**Roy Marcus (Prof.)**  
Chairperson of Council



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# STATEMENT ON RISK MANAGEMENT

## **OVERVIEW AND GOVERNANCE**

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 risk management 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 and risk-rating amendments are tabled at the Management Executive Committee Risk Management Committee (MEC RMC) to ensure that no risks are deleted, added or re-rated without confirming that the addition, deletion and/or re-rating has no other influences on the integrated risk management process or the Institutional Risk Register. The internal and external auditors also evaluate the listed risks and the risk ratings during each audit. Any amendments suggested by the auditors serve at the MEC RMC for consideration.

This MEC RMC also ensures that the mitigating strategies and internal controls for all the listed risks are continually revised and updated. The minutes of the MEC RMC, as well as the updated Institutional 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 (ARCC) and then the Council of the University of Johannesburg.

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 the Registrar, each executive dean and executive director to formally consider and evaluate his/her respective identified risks, the related ratings, internal controls and mitigating strategies throughout the 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.

## **POLICY FRAMEWORK**

The updated institutional Risk Management Policy, strategy and methodology were developed, considered and approved by the MEC 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 MEC Risk Management Committee, Management Executive Committee, Audit and Risk Committee of Council, and Council;
- framework for risk identification and risk categories;

- definitions and descriptions 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 institutional risks were listed on the University of Johannesburg's Risk Register for 2014 (with a residual rating of 15 or above) and the interventions or mitigating strategies are justified throughout the UJ Annual Report:

### ***Academic risks***

- insufficient appropriate, safe and functional learning and teaching spaces.

### ***Institutional planning and business disaster recovery***

- lack of a business intelligence system incorporating a central data warehouse for integrated knowledge management and data collection and analysis.

### ***Financial risks***

- real decline in government subsidy;
- financial and other uncertainties UJ is facing with the current ineffective administration processes at the City of Johannesburg (CoJ);
- the shortfall of the National Student Financial Aid Scheme (NSFAS) and the shift in the socio-economic means of the University's students, which may impact financial sustainability over the long term;
- centralisation of the NSFAS application process.

## **PERFORMANCE**

### ***Management of academic risks***

The management of risks in general is reflected in the different sections of the UJ 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***

The MEC approved the UJ Business Continuity Management Implementation Roadmap, which consisted of a three-phased approach. Phase 2 was completed in 2014. Phase 2 consisted of conducting business impact analyses and risk assessments for:

- Student Affairs
- Human Resources
- Library and Information Centre
- Corporate Governance
- Central Administration
- Faculty of Art, Design and Architecture
- Faculty of Economic and Financial Sciences
- Faculty of Engineering and the Built Environment

- Faculty of Humanities
- Faculty of Law
- Faculty of Science
- Faculty of Management
- Faculty of Education
- Faculty of Health Science

Suitable and cost-effective business continuity plans were developed for the areas listed above as a result of the Business Impact Analysis and Strategy Workshops.

Scenario-based walkthrough tests (which is the exercise type typically used for testing newly developed plans and familiarising team members with the plan content) were used to test the plans drafted in Phase 1 for Academic Administration, Information and Communication Systems, and Finance.

### **Succession planning**

The management of this risk is addressed in the Human Resources Report.

### **Financial risks**

Financial risks are addressed in the Financial Sustainability Report.

## **REPORT FROM THE MEC RISK MANAGEMENT COMMITTEE (RMC)**

Four ordinary Management Executive Committee (MEC) RMC meetings were held on 5 March, 22 May, 28 July and 9 September.

### ***Composition and attendance***

The RMC is appointed by the Management Executive Committee (MEC) and consists of the following members:

- 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: Financial Governance and Revenue;
- A risk-management specialist nominated by the MEC;
- Two executive deans nominated by the executive deans;
- Two additional executive directors nominated by MECO;
- Co-opted members from divisions/clusters/faculties when necessary;
- Invited members: representative internal and external auditors and additional invitees as the committee deems fit.

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

- Adding the following risk to the Institutional Risk Register:
  - “Student unrest”;
- Rephrasing the following risks on the Institutional Risk Register:
  - “Impact of funding review on UJ” to be merged with “Real decline in government subsidy”;
  - “Not meeting postgraduate and international student enrolment targets” to be separated into two individual risks;
  - “Not having competent management, teaching and professional support staff due to the loss and difficulty in attracting competent staff and particularly high-performing staff” to be rephrased in line with the Talent Management Strategy;
- No risks were removed from the Institutional Risk Register;

- Noting the results of the 2013 Food Hygiene Audit with the request that the unsatisfactory hygienic conditions of the kitchen of the Gift of the Givers should be addressed via the DVC: Internationalisation, Advancement and Student Affairs;
- Noting the report on the non-compliance to Food Safety Standards by the Gift of the Givers;
- Noting the result of the Food Hygiene Audit performed during February and June 2014;
- Noting the report to the MEC on Risks Associated with Egoli Gas and Putting in Place Emergency Procedures;
- Supporting the Risk Management Implementation Plan 2014, for submission to the MEC for consideration and recommendation to the ARCC;
- Noting the insurance claim statistics at every meeting;
- Recommending that the Policy on Cash on Campus for Students should be amended to be applicable to all parties;
- Noting the Report from the Task Team on the Nature and Extent of Scheduled and Unscheduled Events, with the request that the provisions of the Events Safety and Security Standard Operating Procedure (SOP) should be probed, with particular reference to unscheduled events, followed by a communications campaign to the UJ community;
- Supporting that the SOP should be re-evaluated, with particular reference to unscheduled events, to determine if the execution thereof was practical;
- Noting the medical response arranged for academic and cultural events for 2013;
- Noting the risks to the health of staff and students at the DFC;
- Noting the risk pertaining to the 16 Bluegum trees on the eastern perimeter of the Astro hockey and rugby fields, with a request that a strategy for dealing with the risk that the trees situated on the eastern perimeter of the Astro hockey and rugby fields had created be investigated, for submission to the MEC for consideration;
- Supporting the mapping and implementation of the Protection of Personal Information Act at UJ by Corporate Governance, for recommendation to the MEC's consideration;
- Supporting the placement of the Protection of Personal Information (POPI) Act as a standing item on the agenda of future RMC meetings to gauge the need for interventions and for the noting of the progress of its implementation;
- Supporting the notion that the potential risks related to the governance of contracts should be conveyed to the MECA and the MECO;
- Noting the Business Continuity Programme Phase 2 – Project Status Update;
- Noting the draft Business Impact Analysis;
- Noting the draft Business Continuity Strategy Report;
- Noting the UJ Ethics Desk Calendar Design;
- Noting the risk registers of the following business units/areas, with appropriate action(s) to be taken, where applicable:
  - Directorate: Information and Communication Systems (at every meeting);
  - Directorate: Academic Development and Support;
  - Directorate: Expenditure;
  - Directorate: Financial Governance and Revenue;
  - Directorate: Library and Information Centre;
  - Directorate: Human Resources;
  - Directorate: Student Affairs;
  - Faculty of Economic and Financial Sciences;
  - Faculty of Engineering and the Built Environment;
  - Faculty of Health Sciences;
  - Faculty of Humanities;
  - Faculty of Science;
  - Registrar;
  - Technology Transfer and Commercialisation Office;

- Noting the UJ Insurance Policy with the request that the various divisions/faculties should be consulted, and then the policy be submitted to the MEC, for consideration;
- Noting feedback from the Doornfontein Campus' and the Auckland Park Kingsway Campus' Project Steering Committee at all the meetings;
- Noting the following Internal Audit Reports:
  - Accounts Receivable;
  - Compliance Maturity Review;
  - Facilities Management Follow-up;
  - Faculty of Economic and Financial Sciences: Faculty Review;
  - Faculty of Management: Faculty Review;
  - Faculty of Engineering and the Built Environment: Faculty Review;
  - Faculty of Health Sciences: Faculty Review;
  - Fixed Assets Review;
  - High Level King III – Review of the Enterprise Risk Management Process for the period ended June 2013;
  - Human Resources;
  - Human Resources: GAP Analysis Review;
  - IT Risks and Controls Review;
  - ITS Application Review;
  - Insurance Process Review;
  - Internal Financial Controls;
  - Investment Process Review;
  - Network Design and Security Review: RedHat Linux;
  - Network Design and Security Review: Internal Penetration Testing;
  - Network Design and Security Review: Oracle 11G Database Follow-up Review;
  - Malicious Software and Antivirus Review;
  - Management of Assessment Mark System (MAMS) Pre-implementation Review;
  - Management of MAMS Review (August 2013);
  - Management of MAMS Review – Phase 3;
  - Online Applications Review;
  - Quality Assurance of Examinations Follow-up;
  - RIMS Application Controls Review (20 September 2013);
  - School of Tourism and Hospitality – Stock, Cash and Revenue Management Review;
  - Short courses: Faculty of Economic and Financial Sciences (September 2013);
  - Short learning programmes: Faculty of Law;
  - Short learning programmes: Faculty of Management;
  - Student Success Rate Review;
  - Study Material Printing and Distribution Follow-up;
  - Supply Chain Management;
  - Temporary Payroll;
  - Treasury and Cash Management;
- Conducting an MEC RMC performance review for 2014;
- Noting the outcome of the 2013 performance review;
- Approving the Proposed Schedule of Business for the Risk Management Committee.

## **REPORT FROM THE AUDIT AND RISK COMMITTEE OF COUNCIL**

### ***Composition***

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

- Chairperson of Council (ex officio);
- Chairperson of the Audit and Risk Committee: an external council member with proven financial expertise is appointed by Council;
- At least three additional external members of Council, of which at least one has proven expertise in information technology governance, who are appointed by Council;
- The Vice-Chancellor and Principal;
- An external expert who 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: Expenditure;
  - Representative from the Office of the Auditor-General of South Africa.

### **Meeting dates**

Meetings of the Audit and Risk Committee of Council were held on the following dates:

- 23 April 2014;
- 6 August 2014;
- 8 October 2014.

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

- Supporting and recommending to the Council, for consideration, the Audited Financial Statements for 2013;
- Supporting and recommending to the Council, for consideration, the Audited Financial Statements (31 December 2013) of Resolution Circle;
- Supporting and recommending to the Council, for consideration, the Institutional Risk Register;
- Supporting and recommending to the Council, for consideration, the Risk Management Implementation Plan for 2014;
- Supporting and recommending to the Council, for consideration, that the following 2015 external audits be put out to tender in the first quarter of 2015, with preference to be given to black empowerment firms:
  - UJ Trust;
  - Resolution Circle (Pty) Ltd;
  - Intellilab (Pty) Ltd;
  - UJ Properties (Pty) Ltd;
  - City Lodge Educational Trust;
  - ARSA (Pty) Ltd;
  - Agreed -upon procedures for the following:
    - Clinical enrolment;
    - Clinical training grant;
    - Department of Higher Education and Training's infrastructure;
    - Destruction of degrees certificates;
    - Financial data;
    - Innovation Fund intellectual property;
    - Interest and redemption claims;
    - Johannesburg Water;
    - Loans guaranteed by the state;
    - NPA;

- National Aerospace Centre;
- National Language Service;
- National Research Foundation;
- Mintek;
- UJ Metropolitan Academy;
- Research articles;
- Technology and Human Resources for Industry Programme (THRIP);
- Teaching and Development Project;
- Technology Innovation Agency;
- Water Research Council;
- Approving that, in future, an annual report of Resolution Circle should be submitted to the ARCC, together with its audited financial statements;
- Approving that, in future, the Risk Management Strategy should be submitted to the ARCC and to the Council together with the Institutional Risk Register, for reference purposes;
- Approving that a report, detailing the manner in which the performance of UJ students, compared with countries with similar characteristics as South Africa, should be submitted to the meeting, when finalised;
- Approving that the internal auditors may be appointed to undertake additional assurance work, if required, but should not be appointed to undertake implementation work;
- Approving the Summary of Additional Services provided by the external auditors;
- Approving the internal auditors' proposed dashboard for monitoring the progress in respect of addressing previously reported internal audit findings, on the understanding that it would be implemented for all internal audit findings reported from 2010 onwards;
- Approving the request to appoint external auditors to assist in the planning for the upgrade from ITS Integrator version 1 to version 3;
- Approving the proposed Schedule of Business for the Audit and Risk Committee of Council;
- Approving the request to postpone the Application and Admission Internal Audit from 2014 to May 2015;
- Approving the external auditors' Client Service Plan for the year ending 31 December 2014;
- Approving the Internal Audit Plan for 2015 on the understanding that the scheduled internal audit on the Risk Management Process would be replaced with an internal audit on IT Governance;
- Discussing and noting the following internal audit management reports:
  - Accounts Receivable;
  - Application Controls Review (ITS);
  - Applications Controls Review – Library (UJLink/Innopac);
  - Business Continuity Management;
  - Compliance with Laws and Regulations;
  - Facilities Management (Follow-up Review);
  - Faculty of Economic and Financial Sciences;
  - Faculty of Engineering and the Built Environment;
  - Faculty of Health Sciences;
  - Faculty of Management;
  - Fixed Assets;
  - Human Resource Management: Gap Analysis;
  - Human Resources;
  - IT Disaster Recovery;
  - IT Risk and Control;
  - Insurance Process Review;
  - Internal Financial Control Review;
  - Investment Process Review (Ad Hoc Review);
  - Malicious Software and Antivirus Review;
  - Management of Assessment Mark System Review: Phase III;

- Management of Assessment Mark System (MAMS) Pre-implementation Review;
- Occupational Health Practice;
- Occupational Safety;
- Online Applications Review;
- Quality Assurance of Examinations (Follow-up Review);
- Review of Overtime Claims;
- Short Learning Programmes: Faculty of Law;
- Short Learning Programmes: Faculty of Management;
- Student Fees and Student Debtors
- Student Success Rates;
- Study Material Printing and Distribution (Follow-up Review);
- Supply Chain Management Review;
- Temporary Payroll;
- Treasury and Cash Management;
- Noting the Progress Report on the Implementation of the Business Continuity Management Plan;
- Noting external auditors' Management Letter to the Audit Committee of Council which approves the audit fees, as listed under Item 4.1 of the letter;
- Noting internal auditors' input on the ARCC membership;
- Noting the Internal Audit Progress Report;
- Noting the ARCC Function(s) Tracking Sheet for 2014;
- Noting the report on the Implementation of IT Governance in line with the Requirements of King III on Corporate Governance;
- Noting the HEMIS Audit Report of June 2014;
- Noting the VC's Critical Medium-term Challenges and Mitigating Strategies;
- Noting the Internal Audit Progress Report;
- Discussing and noting the reports of the MEC Risk Management Committee meetings;
- Conducting an ARCC performance review for 2014;
- Conducting an MEC Corporate Governance Review for 2014.

## **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 Management Committee.



**Jaco van Schoor (Mr)**

Deputy Vice-Chancellor: Finance



**J.J. Njeke (Mr)**

Chairperson: Council Audit and Risk Committee



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal



**Roy Marcus (Prof.)**

Chairperson of Council



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# STATEMENT ON ENVIRONMENTAL SUSTAINABILITY

## OVERVIEW

UJ has committed itself to improve on its sustainable practices in all of its activities at the University. The development of the 2025 Strategic Plan, anchored in the single strategic goal of global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

### **Strategic objective six**

Fitness for global excellence and stature: "We will minimise harmful impact on our environment through managing our carbon footprint, reducing energy and water wastage, encouraging paperless communication, and overall fostering of a culture of responsible stewardship."

UJ has seen a growing commitment towards the goal of a sustainable institution which strives to implement improvements and actions across all spheres of its campus activities. 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.

This report aims to highlight some of the specific focus areas during 2014 as well as improvement areas.

## ENERGY MANAGEMENT

### **Carbon footprint**

UJ's carbon footprint analysis was based on its 2014 energy consumption.

The total carbon footprint for 2014, based on the energy consumption from various sources, is approximately 52 012 tons of CO<sub>2</sub> (table 4) compared to 55 872 tons as reported during 2013.

In considering this figure, the following should be noted:

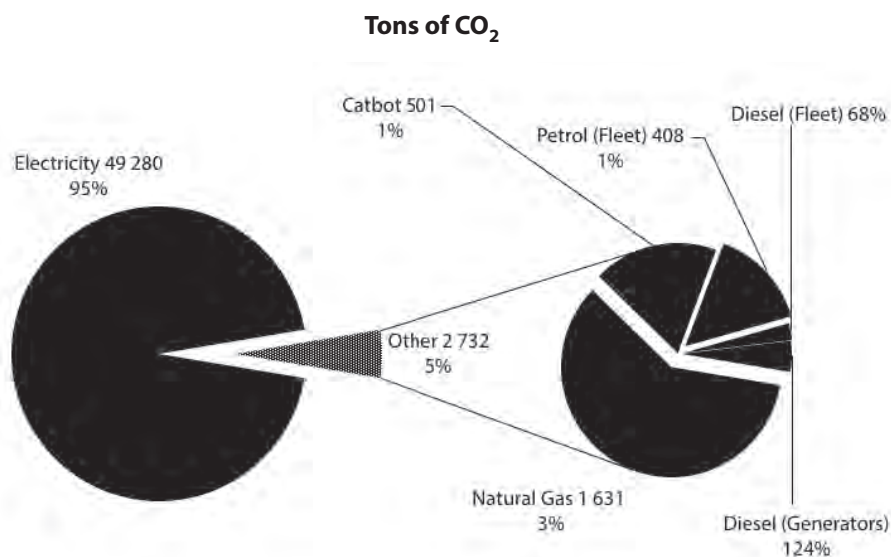
- UJ has increased its built area footprint by 5 to 6% during this period;
- the 2014 carbon footprint figure includes only the UJ main campus properties;
- the Auckland Park Kingsway Campus (APK) continues to contribute significantly to the overall carbon footprint, with 30 141 tons of CO<sub>2</sub> compared to the overall University footprint of 52 012 tons.

The 2014 carbon footprint audit determined the following energy consumption impact – see figure 1.

### **Electricity**

Electricity has been the main contributor to the University's energy carbon footprint. In 2014, electricity reflected a 95% contribution, with the balance being made up of natural gas, petrol, diesel and Catbot fuel (used to fire boilers for water heating). UJ draws its energy from the national coal-fired electricity grid through the City Power distribution system. The threat of power outages due to a lack of generation capacity and the high annual increases in electricity tariffs have been key drivers of energy efficiency and demand reduction measures.

**Figure 1: Percentage contribution of energy usage on carbon footprint**



#### Natural gas

Sasol natural gas is supplied through the Egoli Gas infrastructure to various points of use within the campus environments. Natural gas is used mainly in student centres for the purposes of food preparation, as well as in residences for the generation of hot water. Gas consumption has remained stable during 2014 and in line with consumption over previous years.

#### Petrol and diesel

Petrol and diesel fuels are primarily consumed as fuel sources for UJ's vehicle fleet, as well as for diesel generators across its main campuses. There are currently 56 generators installed at various points within UJ's infrastructure.

#### Catbot fuel

Catbot fuel is used for the purposes of generating hot water for the central air conditioning plant at the APK Campus. The Catbot Fuel is used to run two hot water generators. The hot water is distributed and circulated through the air conditioning system of the APK Campus.

**Table 4: Carbon footprint based on 2014 actual consumption**

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	UJ Island	Total CO <sub>2</sub>	Total tons of CO <sub>2</sub>
Electricity	28 315 739	7 739 917	8 164 779	5 059 453	0	49 279 886	<b>49 280</b>
Natural Gas	1 026 793	489 561	114 903	0	0	1 631 257	<b>1 631</b>
Catbot	500 920	0	0	0	0	500 920	<b>501</b>
Petrol (Fleet)	204 211	14 267	117 436	55 621	16 550	408 084	<b>408</b>
Diesel Fleet	27 237	13 170	1 844	17 927	7 626	67 803	<b>68</b>
Diesel Generators	66 595	21 458	2 538	33 325	0	123 917	<b>124</b>
Total Kg of CO <sub>2</sub>	30 141 495	8 278 372	8 401 499	5 166 325	24 176	52 011 868	<b>52 012</b>
<b>Total Tons of CO<sub>2</sub></b>	<b>30 141</b>	<b>8 278</b>	<b>8 401</b>	<b>5 166</b>	<b>24</b>	<b>52 012</b>	

**Table 5: Carbon footprint based on 2013 consumption**

<b>Emission Source</b>	<b>Kingsway Campus (APK)</b>	<b>Bunting Road Campus (APB)</b>	<b>Doornfontein Campus (DFC)</b>	<b>Soweto Campus (SWC)</b>	<b>UJ Island</b>	<b>Total CO<sub>2</sub></b>	<b>Total tons of CO<sub>2</sub></b>
Electricity	30 413 524	8 466 038	8 463 128	5 262 039	0	52 604 729	<b>52 605</b>
Natural Gas	1 026 793	479 387	113 198	0	0	1 619 379	<b>1 619</b>
Catbot	500 920	0	0	0	0	500 920	<b>501</b>
Petrol (Fleet)	286 758	29 275	105 371	85 730	427 942	935 076	<b>935</b>
Diesel Fleet	79 622	2 634	9 115	213	38 661	130 245	<b>130</b>
Diesel Generators	63 032	0	2 652	15 708	0	81 392	<b>81</b>
Total Kg of CO <sub>2</sub>	32 370 650	8 977 334	8 693 464	5 363 689	466 604	55 871 740	<b>55 872</b>
<b>Total Tons of CO<sub>2</sub></b>	<b>32 371</b>	<b>8 977</b>	<b>8 693</b>	<b>5 364</b>	<b>467</b>	<b>55 872</b>	

### **Energy management**

Strong emphasis has been placed on the reduction of electricity consumption at UJ during 2014. The University has continued with its roll out of energy meters in order to gain a better understanding of where the major consumers of electricity are and to put corrective practices in place. An electrical smart metering system was put in place across all of the campuses in order to verify actual measurement on all of the substations. The roll out of additional meters has enabled the University to focus on areas such as student residence consumption, student centres, as well as administrative facilities. UJ currently has 140 electricity meters installed, as well as having the capability of sub metering at main campuses.

### **Notable achievements**

Energy-saving initiatives implemented during 2014 included the following:

- The installation of power factor correction equipment on APK and DFC. UJ is now currently below the penalty threshold of 0.96, resulting in lower costs.
- The installation of additional smart meters at residences, student centres and libraries in order to monitor consumption.
- Improved Building Management System (BMS) control practices at APK in order to reduce energy consumption. The BMS system has been used to reduce consumption of electricity in various areas of the APK Campus.
- More emphasis placed on energy reduction during holiday periods and off-peak periods in order to reduce consumption.
- Fitting new technology heat pumps integrated with existing solar technology at the Hector Pietersen Residence in Soweto. This has resulted in a significant reduction in consumption at the residence.
- The installation of LED lighting at APK towards the end of 2014. The key B, C and D Les lecture venues have been fitted with LED energy-efficient lighting and new technology electronic dimmers. The project has reduced the average demand on the campus by 190kW.

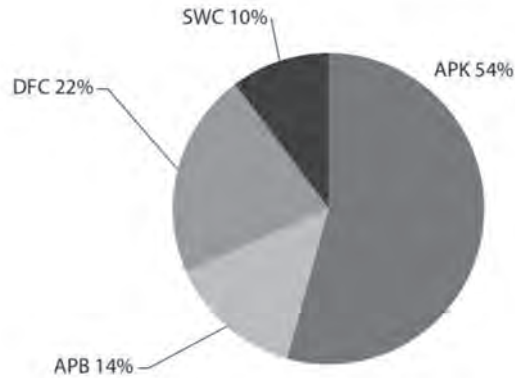
### **Improved energy measurement capability**

During 2014, the University continued with its capex roll out of energy meters across its campuses and also off-site properties. The University now has the capability of providing live reports of electrical energy consumption, as well as comparative analyses of key consumption areas.

### **Year-on-year reduction in energy consumption based on the 2011 baseline**

The following table illustrates the year-on-year reduction in energy consumption per campus compared to the 2011 baseline. The figure makes allowance for the absolute comparison.

**Figure 2: Energy consumption distribution per campus**

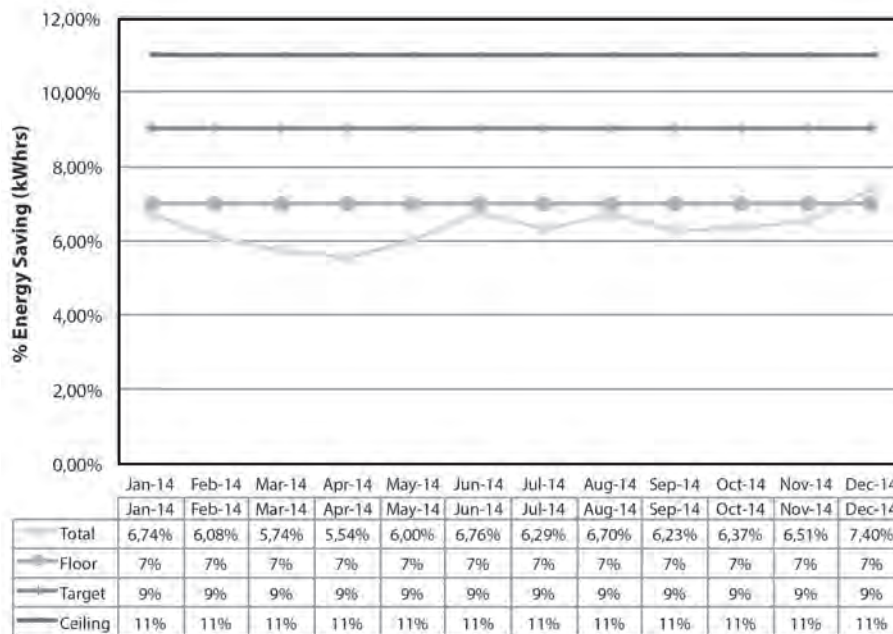


**Table 6: Year-on-year percentage energy reduction**

	APK	APB	DFC	SWC	Total
<b>2011 kWhr total</b>	32 662 588	8 178 437	11 136 367	5 962 971	57 940 362
<b>2014 kWhr total</b>	29 140 469	7 514 482	11 494 106	5 501 541	53 650 597
<b>% Change absolute</b>	<b>10.78%</b>	<b>8.12%</b>	<b>-3.21%</b>	<b>7.74%</b>	<b>7.40%</b>

The graph below shows a graphical representation of the total electrical energy usage compared to the 2011 baseline.

**Figure 3: % Energy saving 2011 vs 2014 YTD (real terms)**



**2014 Energy reduction target**

The following table presents the target percentage reduction in energy consumption by December 2014 and is measured from the 2011 baseline.

**Table 7: Energy consumption reduction target**

Reduction	Floor	Target	Ceiling
2014	7%	9%	11%

**Increased electricity costs**

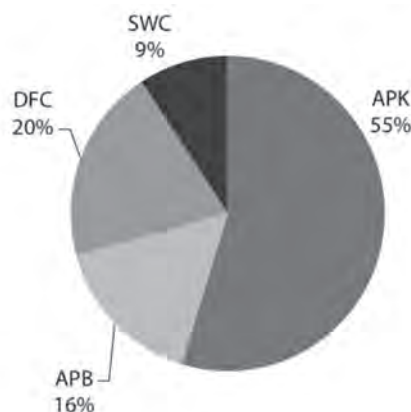
Electricity costs have come under pressure during 2014. The average cost of electricity per campus ranged between R1.3 and R1.4/kWhr depending on different load factors per campus. The tariff increase released by City Power in July 2014 was 7% per kWhr. The increase in electricity tariffs have resulted in an effective budget increase of 4%. This was partially achieved by electricity-saving initiatives which had occurred during 2014.

**Table 8: 2014 Energy consumption and cost**

Campus	Annual Energy Consumption (kWhr)	Total Cost
APK	29 140 469	R 43 780 225
APB	7 514 482	R 12 793 778
DFC	11 494 106	R 16 015 516
SWC	5 501 541	R 7 394 382
<b>Total</b>	<b>53 650 597</b>	<b>R 79 983 901</b>

\* NB: Costs are expressed as per financial expenses for 2014

**Figure 4: Energy cost distribution per campus**



**WATER MANAGEMENT**

Water consumption at the University is closely linked to its electricity consumption and serves as another measure of how efficiently the University uses natural resources.

UJ has continued to have problems with the City of Johannesburg regarding the measurement of water consumption during 2014. Various meetings and forums have been attended in order to address the problem. UJ has made use of an external company to monitor water consumption at all of its points of consumption and to develop an accurate baseline against which future progress can be measured. Readings are taken on a monthly basis. UJ will continue to focus on its water measurement system in the future.

**Figure 5: Water consumption per campus in kL 2014**



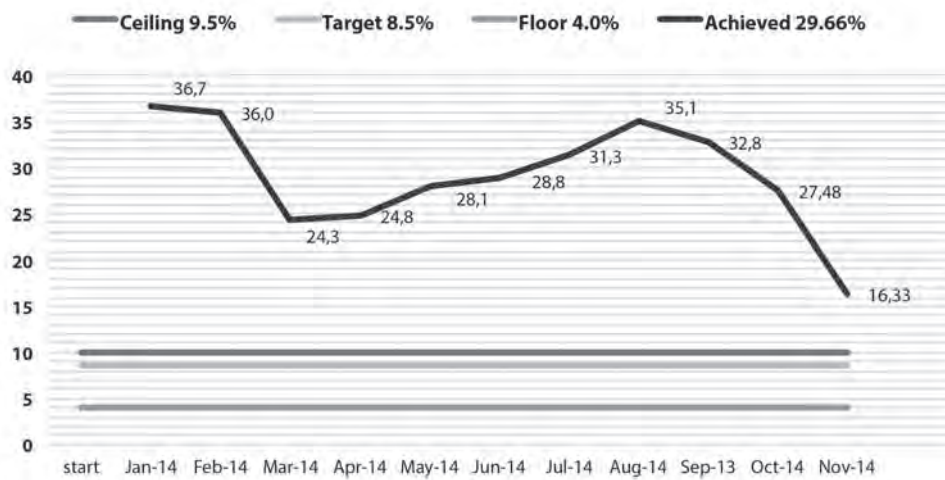
**WASTE MANAGEMENT**

**Table 9: Recycling statistics for 2014 are reflected in the table below.**

	Total waste generated	Waste recycled	Percentage change
<b>2011</b>	4838.4	188.7	3.90%
<b>2012</b>	3559.1	288.2	8.10%
<b>2013</b>	2361.8	416.6	17.64%
<b>2014</b>	1816.5	539.7	29.71%

Total Waste Generated	Total Waste Recycled	Total % Recycled	Recycle Target
1816.56 Tons	538.707 Tons	29.66%	8.5%

**Figure 6: Recycling statistics**



The main reason for the substantial improvement in recycled waste as compared to 2013 is due to the increased volume of refuse waste which has been recycled.

**Different types of waste recycled**

The different types of waste recycled are reflected in the table 10.

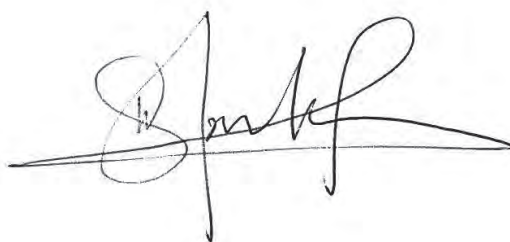
**Table 10: Types of waste recycled from January 2014 to November 2014  
(measured in tons)**

Com paper	White Paper	Plastic	Cans	E-Waste	Card Boxes	Glass	Scrap Metal	Build rubble	Fat	Garden Refuse	TOTAL (Tons)	%
40.088	36.855	19.615T	9.964	1.445	48.274	13.930	6.768	0	36.22	325.500	<b>538.71</b>	29.66%

## CONCLUSION

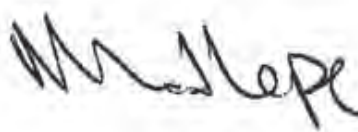
As mentioned at the outset of this report, the development of the 2025 Strategic Plan, anchored in the single strategic goal of global excellence and stature (GES), has placed a requirement on the institution to improve on its sustainability footprint.

UJ has experienced exciting changes on its campuses during 2014. Some key building blocks to manage and improve on its energy management systems have been put in place during 2014, i.e. energy measurement systems. The development of new infrastructure places more strain on the institution's carbon footprint but opportunities exist to make significant improvements in the future.



**Sinethemba Mpambane (Mr)**

Executive Director: Operations



**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services

# INSTITUTIONAL FORUM REPORT

## OVERVIEW

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. The IF held four ordinary meetings, as well as four special meetings to consider recommendations from selection committees on senior management appointments in order to provide advice to the Council. The dates of meetings were as follows:

- 12 February 2014;
- 2 April 2014 (special meeting);
- 21 May 2014;
- 11 June 2014 (special meeting);
- 28 July 2014 (special meeting)
- 4 August 2014;
- 11 September 2014 (special meeting);
- 14 October 2014.

**Table 11: Attendance status of IF members**

MEMBERS	Constituency	February 2014	2 April 2014 (Special)	21 May 2014	11 June 2014 (Special)	28 July 2014 (Special)	4 August 2014	11 September 2014 (Special)	14 October 2014
Mr Z. Ally	People with Disabilities	✓	✓	✓	x	A	✓	✓	✓
Ms A. Ally	Academic Representative	x	x	x	x	x	x	x	NLM
Mr A. Balaram	Non-academic Representative	✓	x	x	x	x	x	x	x
Prof I.C. Burger	Registrar (Chairperson)	✓	✓	✓	✓	✓	✓	✓	✓
Ms T. Chaka	Council Representative	✓	✓	✓	✓	A	✓	✓	✓



Mr G. Helani	Acting Executive Director: Student Affairs	A	✘	NLM					
Ms I. Kearns	Academic Representative	✓	✘	✓	✓	A	A	✘	✓
Ms B. Kgori	Academic Representative	✘	A	A	✘	✘	✘	✘	NLM
Mr A. Kumalo	Student Representative Council (SRC)	NM					✓	✘	✓
Ms M. Letlape	Deputy Vice-Chancellor: Strategic Services	NM					✓	✓	
Dr R. Laka-Mathebula	Executive Director: Student Affairs	NM		✓	A	✓	A	A	A
Mr C. Lock	South African Parastatal and Tertiary Institutions Union (SAPTU)/National Tertiary Education Union (NTEU) Alliance	A	✓	A	✓	✓	✓	✘	A
Mr D.M. Manganye	Council Representative	✓	✓	✓	✓	A	✓	✓	✓
Mr N. Mashishi	National Education, Health and Allied Workers Union (NEHAWU)	✓	✓	✓	✘	✘	✓	A	✓
Ms N. Mboweni	SRC Representative	NM					✓	A	✓
Dr M. Monareng	Head: Language Unit	✓	✓	A	✓	✓	✓	A	✓
Dr S. Nalla	Senate Representative	✓	✓	✓	✓	A	A	A	✓
Mr R. Petersen	NEHAWU	✓	✓	✓	✓	✓	✓	✓	✓
Dr M. Singh	Executive Director: Human Resources	✓	✓	A	✓	A	✓	✓	A
Prof J.C. Sonnekus	SAPTU/NTEU Alliance	A	✓	✓	A	A	A	A	✓
Prof B. Twala	Senate Representative	NM		✓	A	✓	✓	✓	✓
Prof D. van der Merwe	Management	✓	✓	NLM					
Dr M. Venter	Non-academic Representative	✓	✘	A	A	A	NLM		
Ms L. Viljoen	Senior Manager: Transformation	A	✓	✓	✓	✓	A	A	✓

#### INVITEE

Ms T. Mketi	Chief of Staff/Executive Director: Vice-Chancellor's Office	NM						✓
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- ✓ = Attended
- A = Apology
- ✘ = Did not attend
- NM = Not member
- NLM = No longer member
- SL = Sabbatical leave

## PERFORMANCE

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

- Supporting, subject to Council's approval, the following:
  - Amendments to the Language Policy;
- Approving the IF's Schedule of Business;
- Advising the Council on the appointment of the following ELG members:
  - Vice-Chancellor and Principal, for another term of office;
  - Deputy Vice-Chancellor: Academic, for another term of office;
  - Deputy Vice-Chancellor: Strategic Services, for a five-year term of office;
  - Executive Dean: Faculty of Science, for a five-year term of office;
  - Executive Director: Operations, for a five-year term of office;
  - Executive Director: Financial Governance and Revenue, for a five-year term of office;
  - Re-appointment of the Executive Dean: Faculty of Education, for a third and final five-year term of office;
  - Re-appointment of the Executive Dean: Faculty of Health Sciences, for a third and final five-year term of office;
  - Re-appointment of the Executive Dean: Faculty of Management, for a second five-year term of office;
  - Re-appointment of the Executive Director: ICS, for a second five-year term of office;
  - Re-appointment of the Executive Director: Library and Information Centre, for a second five-year term of office;
  - Re-appointment of the Executive Director: Internationalisation, for a second five-year term of office.
- Noting the quarterly Transformation Unit Report;
- Noting the Institutional Transformation Plan;
- Noting the quarterly Language Unit Reports;
- Noting the quarterly reports on the appointment/resignation/retirement of academic and non-academic staff;
- Noting the Employment Equity Report for 2013;
- Noting the Report and Strategy submitted by Ethics SA;
- Noting the Culture Survey Report;
- Noting the UJ Staff Day for 30 May 2014;
- Noting the quarterly Report of Staff Dismissals;
- Noting the HIV/AIDS Annual Report 2013;
- Noting the quarterly Primary Health Care Practice Report;
- Noting the progress made with the Development of English Proficiency Courses;
- Discussing the Role of the Institutional Forum;
- Conducting an electronic IF performance review for 2014;
- Conducting an electronic performance review of the MEC Corporate Governance Responsibilities relating to Transformation for 2014.



**Kinta Burger (Prof.)**

Registrar

Chairperson: Institutional Forum

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# ACADEMIC TEACHING AND LEARNING

## OVERVIEW

The University of Johannesburg is a comprehensive university, as academic programmes are offered from undergraduate diploma to doctoral qualifications. The strategic thrusts related to teaching and learning are to provide an outstanding student experience and global excellence in teaching and learning.

The 2025 strategy of the University is to achieve global stature. In terms of teaching and learning, this will involve attaining and maintaining:

- intellectually rigorous curricula that respond innovatively to the challenges and opportunities of the twenty-first century;
- pre-eminence as a teaching-focused institution, leading by means of effective innovation, including the appropriate and widespread use of technology in the learning process;
- outstanding achievements across our diverse student body;
- an enrolment profile with growth in Education, and Science, Engineering and Technology (SET), with an increase in international students and a significant proportion of students from schools in the lowest two quintiles.

The cornerstone of our teaching and learning approach is captured in the Teaching and Learning Strategy 2014 to 2020, which is provided together with the key indicators as an appendix.

## FOCUS

The Institutional Scorecard for 2014, related to teaching and learning, reflects the following targets:

- honours, master's and doctoral enrolments: 6 211;
- graduate output honours, master's and doctoral: 2 327;
- graduate output undergraduate: 8 730;
- percentage permanent and fixed-term academic staff with doctorates: 37%;
- percentage first-time entering undergraduate students with Admission Point Scores (APS)  $\geq$  35: 28%;
- enrolment profile by Classification of Educational Subject Matter (CESM) category (SET): 31%.

## TEACHING AND LEARNING STRATEGY AND POLICIES

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

- Admission and Selection Policy
- 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 and Selection Policy, including related 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 Enrolment Management 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. The Executive Director: Internationalisation currently reports to the Vice-Chancellor.

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 3 of the UJ Annual 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:

- Academic architecture
- Programme Qualification Mix (PQM)
- Distinctive campus programmes
- Enrolment Plan 2014
- Senate and Senate committees
- Teaching and learning support governance:
- Academic Development and Support
- Library and Information Centre
- Internationalisation
- Academic Administration

### ***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: the Auckland Park Kingsway Campus (APK), the Auckland Park Bunting Road Campus (APB), the 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 Health Sciences has materialised during the first semester of 2015.

### ***Enrolment Plan 2014***

The UJ Enrolment Plan for 2014 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 49 154;
- the total target of first-time entering undergraduates: 10 100 to 10 400;
- percentage of headcounts per qualification type (excluding Advanced Certificates in Education):
- undergraduate diplomas: 33%;
- undergraduate degrees: 52.7%;
- undergraduate total: 85.7%;
- postgraduate below master's: 8.2%;
- master's and doctoral enrolments: 6.3%;
- doctoral enrolments: 1.4%;
- postgraduate total: 14.5%;
- percentage of headcounts per aggregate CESM category:
- Business and Management: 39.8%;
- Education: 6.4%;
- Science, Engineering and Technology: 30.4%;
- Other Humanities: 23.4%.

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.

### ***Senate and Senate committees***

Senate consists of the members of the Management Executive Committee (MEC), executive deans, vice-deans, executive directors responsible for academic portfolios, professors (permanent full-time), the heads of academic schools (who are not professors), the heads of academic departments (who are not professors), two members of the Student Representative Council (SRC), one representative each of the postgraduate fellows and the postgraduate students, and invited members as determined by Senate. The Vice-Chancellor and Principal is the Chairperson of Senate.

The following Senate committees are operational:

- Senate Executive Committee
- Senate Higher Degrees Committee
- Senate Teaching and Learning Committee
- Senate Research Committee (known as the University Research Committee)
- Senate Academic Freedom Committee

The governance performance of the above structure/committees is reflected in Section 3 of this report.

## **INSTITUTIONAL ACADEMIC PERFORMANCE**

### ***Student enrolment profile, performance and graduate output***

The planned headcount for 2014 was 49 190, and the achieved headcount enrolment was 49 676, which was within 1% of the planned target. This is a credit to the manner in which the faculties dealt with the complex matter of estimating yields on admissions, which is never an exact science. The enrolment per campus therefore went according to plan.

**Table 12: Enrolment figures per campus, 2009 to 2014**

Campus	2009	2010	2011	2012	2013	2014
APB	10 157	10 132	9 521	7 763	6 375	5 477
APK	27 809	26 334	27 885	26 689	26 732	26 638
DFC	8 337	7 509	7 830	8 902	9 753	11 331
SWC	3 013	4 340	5 292	5 415	5 419	6 230
<b>Total</b>	<b>49 316</b>	<b>48 315</b>	<b>50 528</b>	<b>48 769</b>	<b>48 279</b>	<b>49 676</b>

In the Faculties of Science and Education, which are both planned growth areas, targets were exceeded, which is a very pleasing outcome. The remainder of the faculties all achieved enrolments very close to targets, resulting in a slight over-enrolment in total.

**Table 13: Headcount enrolment figures per faculty, 2009 to 2014**

Faculty	2009	2010	2011	2012	2013	2014
<b>Art, Design and Architecture</b>	1 092	1 112	1 197	1 207	1 257	1 310
<b>Economic and Financial Sciences</b>	10 798	10 877	11 330	11 495	11 361	10 864
<b>Education</b>	5 000	4 957	5 051	3 886	3 515	3 878
<b>Engineering and the Built Environment</b>	8 436	7 871	8 368	8 323	8 352	8 676
<b>Health Sciences</b>	3 679	3 537	3 433	3 609	3 661	3 724
<b>Humanities</b>	5 392	5 601	5 781	5 738	5 847	5 985
<b>Law</b>	1 575	1 517	1 623	1 580	1 699	1 707
<b>Management</b>	10 328	9 898	10 195	9 407	8 839	9 538
<b>Science</b>	3 015	2 945	3 550	3 524	3 748	3 994
<b>Total</b>	<b>49 315</b>	<b>48 315</b>	<b>50 528</b>	<b>48 769</b>	<b>48 279</b>	<b>49 676</b>

The table below shows that the University has succeeded in maintaining a steady ratio of full-time equivalent (FTE) students to headcounts. This is an indication of the average load carried by students and suggests that the proportion of students carrying a less than full load is remaining constant. In the most recent data sets for peer institutions (2013), UJ compares very favourably in this regard.

**Table 14: Headcount, FTE and ratio**

Year	Headcount	FTE	Ratio
<b>2014</b>	49 676	38 086.706	0.767
<b>2013</b>	48 279	36 494.146	0.76
<b>2012</b>	48 769	37 348.712	0.77
<b>2011</b>	50 528	38 556.638	0.76
<b>2010</b>	48 315	37 270.580	0.77
<b>2009</b>	49 316	38 077.709	0.77

The ratio of undergraduate to postgraduate enrolments has moved in the planned direction, with 14.07% of enrolments for postgraduate programmes. The rate of change in the postgraduate headcount percentage

relies heavily on the honours enrolment per faculty. Honours enrolment and throughput into master's will be a primary focus of all faculties in the years ahead.

**Table 15: Undergraduate and postgraduate headcount percentage of enrolment figures**

Enrolment Type	2009	2010	2011	2012	2013	2014
<b>Undergraduate</b>	86.7%	86.9%	86.9%	86.1%	85.7%	85.62%
<b>Postgraduate</b>	13.1%	12.8%	12.8%	13.6%	14.0%	14.07%
<b>Occasional</b>	0.2%	0.3%	0.3%	0.3%	0.3%	0.30%

The enrolment of international students decreased marginally yet again, to bring the University to a 4.7% proportion of international students, which remains a concern as the University aims to increase this proportion significantly by 2020. Faculties are closely monitored in this regard, and greater effort is currently being applied to increase the enrolment of international students.

**Table 16: International enrolments and percentage of total enrolments**

2009	2010	2011	2012	2013	2014
1 950	2 216	2 351	2 417	2 309	2343
4.0%	4.6%	4.7%	5.0%	4.8%	4,7%

In relation to the CESM mix, the SET target for 2014 was 31%. The achievement of 31.68% is noteworthy, because of the declining number of high scores in Mathematics and Science in the annual National Senior Certificate (NSC) results. There is considerable competition among universities for SET students, and having exceeded our 2014 target is therefore pleasing.

**Table 17: CESM mix**

CESM Category	2009	2010	2011	2012	2013	2014
<b>Business and Management</b>	38.2%	41.4%	40.9%	40.3%	39.4%	38.59%
<b>Education</b>	9.3%	8.6%	8.3%	6.7%	6.3%	6.32%
<b>Humanities/Law</b>	21.0%	20.5%	20.9%	22.6%	23.5%	23.39%
<b>SET</b>	31.5%	29.5%	29.9%	30.4%	30.8%	31.68%

The University 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. The Indian and Coloured share remained stable, while the White share decreased by a further 1.4%. The rate of decrease in the White enrolment has slowed in recent years, but appears not yet to have stabilised.

**Table 18: Student profile: Population group distribution\***

Race	2009	2010	2011	2012	2013	2014
<b>African</b>	72.8%	74.3%	77.1%	78.7%	79.9%	81.09%
<b>White</b>	19.2%	17.7%	15.2%	13.8%	12.5%	11.13%
<b>Indian</b>	4.8%	4.8%	4.5%	4.5%	4.5%	4.56%
<b>Coloured</b>	3.2%	3.2%	3.2%	3%	3.1%	3.2%

*\*International students excluded*

The undergraduate success rate once again has climbed, and has reached a remarkable 84.6%. These achievements will inevitably lead to improved graduate throughput. It must be noted that the success rates may soon reach a plateau beyond which any further expectations of improvement would be unrealistic.

**Table 19: Undergraduate success rates**

Undergraduate Type	2009	2010	2011	2012	2013	2014
<b>Undergraduate diploma and certificate</b>	75.1%	77.5%	80.9%	81.6%	84.1%	85.1%
<b>Undergraduate degree</b>	74.8%	78.8%	78.4%	82.4%	82.9%	84.4%
<b>Average undergraduate</b>	74.9%	78.3%	79.4%	82.1%	83.4%	84.6%

In terms of graduate outputs, 2014 produced some excellent results. Undergraduate output increased from 8 918 in 2013 to 9 222 in 2014, an increase of 304 graduates, or 3.5%. Honours graduate output increased from 2 065 in 2013 to 2 097 in 2014, an increase of 1.5%. master's output, however, declined to 357, the lowest output in five years, while the doctoral output increased from 78 in 2013 to 84 in 2014. The overall decline in graduate outputs, from 2 657 in 2013, to 2 538 in 2014, a decrease of 1%, is not a dramatic decline, but is nevertheless of concern, and requires attention. The table below reflects the graduate output for the 2014 reporting (academic) year.

**Table 20: Graduate output subsidised qualifications**

Qualification Type	2009	2010	2011	2012	2013	2014
<b>Undergraduate: three years and less</b>	7 505	7 515	8 145	8 202	8 067	8 152
<b>Undergraduate: four years</b>	521	519	639	683	851	1 070
<b>Undergraduate total</b>	8 026	8 034	8 784	8 885	8 918	9 222
<b>Postgraduate (pre-master's)</b>	1 921	1 830	1 983	1 986	2 065	2 097
<b>Master's</b>	320	369	394	430	514	357
<b>Doctoral</b>	70	51	68	109	78	84
<b>Postgraduate total</b>	2 311	2 250	2 445	2 525	2 657	2 538
<b>Total</b>	<b>10 337</b>	<b>10 284</b>	<b>11 229</b>	<b>11 410</b>	<b>11 575</b>	<b>11 760</b>

The University submitted its enrolment plan for 2013 to 2019 to the Department of Higher Education and Training (DHET) at the beginning of the year, and this will continue to provide the broad parameters for planning over the next few years in terms of undergraduate to postgraduate ratio, CESM mix and other factors. DHET has yet to provide the higher education system as a whole with a Ministerial Enrolment Planning Statement.

### ***Undergraduate applications and admissions***

The number of headcount applicants for places in 2013 rose by a dramatic 39%, totalling 138 795 applications. This was largely as a result of the scrapping of the application fee, but nevertheless indicates that UJ continues to be a university of choice. The most notable increases in applications occurred in Education, FEBE, Humanities and Management.

**Table 21: Undergraduate headcount applications**

Undergraduate applicants (headcount) as on 4 February 2015

	2010	2011	2012	2013	2014	2015
<b>FADA</b>	2 327	2 560	2 610	2 602	3 206	4 423



<b>FEFS</b>	15 479	17 321	15 003	15 387	17 329	20 846
<b>EDU</b>	4 642	7 026	5 308	5 397	9 798	14 494
<b>FEBE</b>	13 450	13 264	11 985	11 781	14 194	20 481
<b>HSC</b>	4 425	5 537	5 161	5 960	10 936	13 610
<b>HUM</b>	10 179	10 843	9 785	10 992	15 710	22 081
<b>LAW</b>	3 211	4 474	4 213	5 572	7 103	13 570
<b>MAN</b>	13 607	15 706	12 167	11 363	12 865	17 892
<b>SCI</b>	5 221	6 026	5 654	6 465	8 279	11 398
<b>UJ Total</b>	<b>72 541</b>	<b>82 757</b>	<b>71 886</b>	<b>75 519</b>	<b>99 420</b>	<b>138 795</b>

The total undergraduate applications (first and second choices) rose by 11% in 2013, by 50% in 2014, and by a further 45% in 2015. This is a reflection of UJ's positioning as the second most popular university brand among young people. It is likely that the upward trend in applications will continue to increase, thus strengthening the pool of applicants and admissions.

**Table 22: Undergraduate applications (first and second choices) as on 4 February 2015**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>FADA</b>	3 255	3 757	3 918	4 143	5 165	7 504
<b>FEFS</b>	20 474	23 749	21 549	24 191	26 915	34 757
<b>EDU</b>	5 224	8 114	6 503	7 069	13 111	20 227
<b>FEBE</b>	18 670	17 793	17 414	16 931	21 040	32 921
<b>HSC</b>	6 039	7 626	7 628	9 214	17 189	22 114
<b>HUM</b>	12 985	15 414	15 298	18 002	27 154	38 290
<b>LAW</b>	4 226	5 818	6 088	8 306	10 381	20 189
<b>MAN</b>	17 968	24 780	19 082	18 465	24 147	34 592
<b>SCI</b>	6 933	8 826	8 488	10 870	13 475	19 996
<b>UJ Total</b>	<b>95 774</b>	<b>115 877</b>	<b>105 968</b>	<b>117 191</b>	<b>158 577</b>	<b>230 590</b>

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

- **Full Admission Admitted:** These are applicants who are in possession of a National Certificate or National Senior Certificate and fully comply with the admission criteria of the relevant qualification.
- **Conditional Admission:** The admission is based on the applicant's Grade 11 results, but reflects good academic performance and therefore exceeds the minimum admission criteria, thus reflecting low risk for final selection based on Grade 12 results. This admission status is, however, still subject to the final Grade 12 results, including the endorsement requirement.
- **Provisional Admission:** This is subject to space. The applicant complies with the minimum admission criteria based on Grade 11 results, but the academic performance reflects a degree of risk, or the enrolment target for a specific academic programme has been exceeded or may be exceeded in accordance with the final selection and admission process that is based on an Academic Rating System (ARS).
- **Admission Declined:** This implies non-compliance with the admission criteria. A total of 49.16% of the applications were declined.

**Table 23: Undergraduate admission statuses as on 4 February 2015**

Faculties	2010	2011	2012	2013	2014	2015				
						Admitted 1	Cond. Admitted 2	Total 1+2	Prov. Selected 3	Total 1+2+3
<b>FADA</b>	558	533	470	429	473	470	0	470	0	470
<b>FEFS</b>	3 572	4 543	4 243	4 451	4 021	5 304	2	5 306	1 728	7 034
<b>EDU</b>	1 878	2 794	1 072	1 525	1 560	1 401	1	1 402	66	1 468
<b>FEBE</b>	2 854	3 840	2 833	2 370	3 535	3 990	44	4 034	124	4 158
<b>HSC</b>	1 551	1 461	1 509	1 481	1 774	1 228	5	1 233	1 324	2 557
<b>HUM</b>	2 769	2 689	2 717	2 769	3 624	2 643	3	2 646	1 534	4 180
<b>LAW</b>	821	780	565	723	743	835	0	835	64	899
<b>MAN</b>	3 887	3 950	2 939	3 137	5 539	4 464	267	4 731	1 255	5 986
<b>SCI</b>	2 193	2 254	1 407	1 771	1 855	1 911	6	1 917	1 126	3 043
<b>UJ Total</b>	<b>20 083</b>	<b>22 844</b>	<b>17 755</b>	<b>18 656</b>	<b>23 124</b>	<b>22 246</b>	<b>328</b>	<b>22 574</b>	<b>7 221</b>	<b>29 795</b>

A total of 29 795 undergraduate applicants were granted admission in one of the above three admission categories (compared to 23 124 in 2014) for approximately 10 500 places:

- 22 246 admitted;
- 328 conditional admission;
- 7 221 provisional.

Approximately 68 244 undergraduate applications were declined and referred to Further Education and Training (FET) Colleges reflected on the UJ distribution list.



**Angina Parekh (Prof.)**

Deputy Vice-Chancellor: Academic

# ACADEMIC DEVELOPMENT AND SUPPORT

## OVERVIEW

The Division of Academic Development and Support (ADC) comprises multiple operations and interventions with the overall purpose of providing students with the best possible academic experience as undergraduates in South Africa. Their intellectual and professional development is entrusted into our care, and it is our responsibility to provide cutting-edge interventions, including psycho-social support initiatives to stabilise the personal environment of the student, academic support initiatives to maximise the deployment of individual learning energies, initiatives to deepen and broaden individual use of academic technologies and opportunities for academic staff development in pursuit of profoundly influential teaching practice. Our collective institutional goal is to deliver, from our care, graduates who are confident and passionate, as intellectuals, professionals, citizens and innovators.

The undergraduate degree credit success rate, the principal barometer of overall undergraduate achievement, continues on an upward trajectory, and has reached 84.6%. The undergraduate success rate, over five years, has been as follows:

2010	2011	2012	2013	2014
78.3%	79.4%	82.1%	83.3%	84.6%

This achievement is considerable, especially when viewed within the context of our commitment to accessible excellence. Our students are drawn from all social and educational sectors, and do not comprise only those with an academically elite background. Crucial to our success is to engage our first-year students from their first day on campus, by means of the transition and orientation programme known as the First-Year Seminar (FYS), a multi-pronged initiative conducted by ADS in collaboration with the nine faculties. The FYS leads into the intensive First-Year Experience, comprising constant tracking of students and modules for early intervention in the event of identified risk, as well as the extensive tutor system, the academic referral system for psychological and academic counselling, reading and writing support, a sophisticated learning platform and state-of-the-art apps to maximise the accessibility of learning materials, student support and information exchange. A total of 75% of our students access uLink every day.

Over a seven-year period, differences in overall performance in terms of race have narrowed considerably. In 2008, the gap between African and white undergraduate degree credit success was 9.4%, and this has shrunk

to 4.2% in 2014. The coloured success rate has increased by a creditable 10.3%. Racial inequity in undergraduate performance has been significantly reduced, and this steady trend is likely to continue.

**Table 24: Student success rate**

	2008	2009	2010	2011	2012	2013	2014
<b>UG Degree Total</b>	77.3%	74.8%	78.8%	78.4%	82.4%	83.0%	84.3%
<b>African</b>	74.1%	71.7%	77.1%	76.7%	81.4%	82.0%	83.7%
<b>Coloured</b>	73.1%	71.2%	76.7%	77.9%	80.9%	82.4%	83.4%
<b>Indian</b>	77.0%	75.8%	79.2%	78.8%	84.2%	84.0%	86.9%
<b>White</b>	83.5%	83.0%	84.0%	85.1%	87.2%	88.2%	87.9%

The dropout rate is the answer to the question: Did the student return in the following year? The percentage of students who did not return in 2014 was 16.7%, while the percentage of students who did not return in 2015 is at present 20.8%. This dropout increase of 4.1% is of great concern. Directly or indirectly, poverty is the principal contributor. The NSFAS shortfall and the financial difficulties experienced by the majority of our students prevent many from returning in the following year.

It is evident that fewer students are able to be funded by their parents: from 2007 to 2014, the percentage of students funded by their parents fell from 58% to 35%. In addition, poverty often indirectly leads to academic exclusion as a result of problems with transport, living and studying conditions, hunger and trauma. Only 71% of our students have a quiet place to study at home, and only 55% of respondents in the 2014 Student Satisfaction Survey claimed they had enough to eat every day. As an institution, perhaps our most pressing need is to find the means to ensure that our students have enough to nourish their bodies.

Completion of an undergraduate programme in minimum time is a significant indicator of institutional success. For the three-year undergraduate degree, the percentage of completion in minimum time has been:

2009 cohort	2010 cohort	2011 cohort	2012 cohort
24.5%	30.9%	32.2%	37.2%

The increase of 5% with regard to the 2012 cohort, who completed their degrees in 2014, is an exceptional achievement, and is considerably better than the sector average of 29%, as indicated in the CHE proposal for the four-year undergraduate degree.

Nurturing and optimising the development of our students is a collaborative effort across all faculties and many divisions. What follows is a brief account of how the division of Academic Development and Support contributes, with passion and energy, to this continuous endeavour.

## **ACADEMIC DEVELOPMENT CENTRE (ADC)**

During 2014, ADC enjoyed a productive year characterised by considerable progress with regard to building productive partnerships with faculties, as well as creating more equitable services tailored to varying campus needs. The strategic foci of ADC involved the widening and the deepening of the Centre's impact on student success. This manifested itself in shifts towards a more integrated student and staff development strategy, as well as a higher proportion of group interventions. The awarding of a substantial grant to establish a National Resource Centre for the First-Year Experience and students in transition (SANRC), as well as the establishing of a first-in-country Senior Student Experience (SSE) at UJ, were highlights that exemplified ADC's more integrated approach and its national impact.

ADC's extended diploma programmes (ADC Access) continued their excellent work in 2014. The work of ADC Access is mainly focused on the Doornfontein Campus but also extends to the Soweto and the Auckland Park

Bunting Road campuses. A highlight of the year was that ADC Access was selected as a research subject in a research project undertaken by a collaborative group, including representatives from UCT, Fort Hare, UJ and CPUT. The research intends identifying and investigating the principles which underpin the successful exemplars quoted in the CHE flexible curriculum proposal in preparation for the possible implementation thereof.

In addition, ADC Access was also involved in numerous forums and workshops on the re-circulation of the FEBE extended diplomas into extended Bachelor of Engineering Technology programmes. During the year, ADC Access taught approximately 650 first-year students – 400 from FEBE, 225 from Management and 40 from Humanities. This included nine extended diploma groups located in FEBE, five in Management and one in Humanities.

In spite of the extended diploma students not meeting the regular entry requirements, the success rates of all the extended diplomas continued to be impressive. For example, when all FEBE extended diploma students are combined, they had a success rate of 92.6% during 2014 compared to the mainstream success rate of 82.6%. The module success rates of 13 of the 15 extended diplomas were above 80%, with seven of them performing at above 90%. This outperformance has been a trend for the past five years, and as student performance at UJ improves, these students continue to outperform their peers.

During 2014, the Academic Development and Innovation department (ADI) undertook a process of aligning its strategic plans to the new ADC strategic plans. It has also started developing a UJ literacies development strategy which will go through the appropriate UJ structures during 2015. ADI staff also taught five credit-bearing modules during 2014. This consisted of three language and literacies modules (Law, FEFS and Science) and two Mastering Academic and Professional Skills (MAPS) modules (FEFS and Humanities). MAPS students achieved throughput rates of 99% (FEFS) and 97% (Humanities) respectively. The trend of increased usage of the UJ writing centres continued during 2014, although it slowed down to a smaller increment. There was also a 30% increase in numbers of students involved in structured literacies development modules.

During 2014, ADI created and offered two new short learning programmes in support of UJ's Global Excellence and Stature strategy, namely:

- The Business Communication and Writing for Intergovernmental Professionals (BCWIP) course
- The University of Johannesburg International Language Programme (UJILP).

The BCWIP was created in response to a request by the United Nation Economic Commission for Africa (UNECA) to move the training of its staff to an African university. In conjunction with the UJ international office, officials from UNECA have been brought to UJ to be trained in communication and report writing. This is an ongoing agreement that establishes UJ as a partner for UNECA.

A second major development involved the creation of the UJILP in response to the growing numbers of international students at UJ. UJILP consists of testing and developmental activities at six levels to prepare students for the literacies demands of university. The UJILP course has been designed as a self-study programme with minimal facilitation, allowing students to complete it in their own time and at their own pace.

The Tutor Development Unit conducted increased tutor training workshops during 2014. This involved 1 338 student tutors attending check-in sessions, 803 attending generic training, 169 involved in specialist training, and 41 senior tutors trained. Additionally, 123 academic staff members were mentored with regard to the appropriate use of tutors in the context of UJ's framework and tutor policy.

The Learning Development department in ADI and the Academic Services department of PsyCaD initiated a project to ensure a seamless and integrated service to students. During 2015, these two departments will develop shared methodologies and a combined strategy as regards shared focus areas.

In 2014 the Professional Academic Staff Development unit (PASD) continued with its core function of providing development opportunities for academic staff to enhance teaching and learning. Activities in 2014 focused on developing new academic staff, discipline-specific teaching and learning workshops in faculties and departments, developing teaching as a scholarly activity and recognition of teaching and learning through teaching awards and promotion. Highlights included the following:

PASD staff were actively involved in the development of new academics, as well as assistant lecturers, a new category of lecturer introduced in 2014. PASD developed a series of workshops aimed at developing their abilities as teachers in higher education. The year also saw the integration of tutor development into PASD. This move facilitates collaboration and the seamless development of all facilitators of learning from tutors through to lecturers. It also assists with the development of greater synergy in the work done with staff and tutors and encourages staff to develop curricula with integrated tutorial programmes.

Another core function of PASD involves the development of the Scholarship of Teaching and Learning (SoTL) within academic disciplines at UJ. In 2014, the University made funding of R500 000 available to create a University Teaching Innovation Fund, which supports teaching excellence by means of teaching innovation grants. The aim of these grants is to support the actual development, implementation and evaluation of innovative curricula and teaching and assessment practices and encourage publication in this area. Some of the staff in PASD were involved in assisting academic staff with the conceptualisation of the projects, and the Head participated in the evaluation of proposals for the University teaching innovation fund.

SoTL was further enhanced through a workshop series in collaboration with the Chair of Teaching and Learning and the Postgraduate Centre. This culminated in the November "SoTL Month" during which a number of workshops by national and international experts were hosted.

PASD staff played an active role in providing workshops, as well as mentoring staff who were developing teaching portfolios for promotion. Recognition and reward for teaching is evident in the change in the promotion criteria, which enable staff to weight teaching more heavily, and this recognition encouraged staff to participate in teaching and learning workshops and show evidence of transformation in practice.

PASD staff are also being recognised for their expertise by being invited to serve on panels involved in the evaluation of teaching portfolios for teaching excellence in faculties as well as in other universities.

The year also saw a large increase in the number of teaching and module evaluations conducted: from 750 in 2013 to 905. One of the implications of this was that more staff required support and follow-up peer evaluation from PASD to address areas of concern in teaching and learning. The innovative nature and success of many of the initiatives undertaken in ADC make an increasingly significant impact on students' experience and success at UJ. ADC has continued to develop and encourage innovative pedagogies and solutions to problems. These efforts, in conjunction with work conducted in faculties and by other support services, contributed to the very good UJ student success rates reflected at the end of 2014.

### ***UJ First-Year Experience (FYE) and Senior Student Experience (SSE) initiatives***

During 2014 the UJ First-Year Experience (FYE) continued to establish itself as the leader in the field of first-year transitions in South Africa. The FYE and its specific focus on first-year issues contributed to the academic project in the various UJ faculties, which in turn contributed to high first-year success rates at UJ.

The data-driven FYE approach at UJ was continued, with 3 639 Student Profile Questionnaire records collected during 2014. This data was used to create a profile of the newly entering UJ students as well as more focused reports. The SPQ research at UJ has built up a database of almost 32 000 records over the past eight years. This substantial database has allowed meaningful trend analyses as well as more in-depth statistical analyses of newly entering UJ students. The trends have confirmed that most UJ students are first-generation university entrants who are also worried about money.

For a second consecutive year, the UJ FYE office, in conjunction with PASD, also hosted a highly successful regional FYE conference, with a variety of UJ speakers sharing their expertise and experiences. The UJ FYE also made substantial progress in engaging a variety of non-academic staff with regard to their role in creating the preferred student experience at UJ.

The relationship between UJ and the American National Resource Centre for the FYE and Students in Transition was strengthened during 2014, and a formal MOU will be signed during 2015. The most important FYE

development at UJ during 2014 was the successful proposal to establish a South African National Resource Centre (SANRC) for the First-Year Experience and Students in Transition. This will be the first such National Resource Centre in the country and the first FYE National Resource Centre in the world outside the USA.

The funding application to the Department of Higher Education and Training (DHET) emanated from ADC and included support from six other South African institutions, as well as from the National Resource Centre in the USA. The successful application secured a three-year grant of more than R9 million that will be used to establish the SANRC on a UJ campus. During the last quarter of 2014 the groundwork was completed to ensure the SANRC would be up and running by the end of the first semester of 2015.

The highly successful UJ FYE initiative has been followed up by the initiation of the UJ Senior Student Experience (SSE) initiative. This is a first-in-country initiative aimed at understanding and supporting students during the latter part of their undergraduate studies. It is aimed at improving their experience and preparing them more effectively for the world of work or for postgraduate studies. During March 2014 a UJ workshop was hosted by ADC to collectively develop the SSE strategy and position paper. The workshop was attended by all nine UJ faculties, as well as other stakeholders and resulted in the UJ SSE proposal, which was approved by the UJ STLC and is currently being further developed and implemented. Eight initial focus areas were identified and an ADC staff member has been designated as the UJ SSE coordinator. The second half of 2014 was used to start the UJ SSE, and it is expected that it will continue to grow and develop during 2015.

## **CENTRE FOR PSYCHOLOGICAL SERVICES AND CAREER DEVELOPMENT (PsyCaD)**

As a Health Professions Council of South Africa (HPCSA) accredited service provider, PsyCaD remained committed to delivering excellent psychological and career services to UJ students and staff during 2014, while adhering to all relevant legislation for psychological services in South Africa. These services support the goals of the Division of Academic Development and Support (ADS). PsyCaD provided walk-in/advisory services to 5 609 students, conducted 6 068 therapeutic and career counselling sessions, facilitated group interventions to 7 813 attendees, attended to 301 Crisis Line calls, welcomed 2 552 visitors to the Career Resource Centres, facilitated 609 consultative sessions with 259 clients with disabilities and conducted 1 809 psychometric assessment sessions.

PsyCaD consists of six service units, with psychologists working across functions and on all four campuses to provide its academic counselling, career, therapeutic and disability services.

The Academic Counselling Services Unit provides comprehensive support to students throughout the academic life cycle, as well as to faculties, in an effort to enhance academic success, student retention and throughput. Psychologists from PsyCaD participated in the First-Year Seminar with presentations aimed at helping and encouraging students to connect with the University environment. A readily accessible resource was also placed online, and contained information and resources for first-year students to develop their resilience and coping skills. The Unit's team also facilitated psycho-educational groups aimed at enhancing student academic success. The walk-in service, which allows clients without appointments to readily access professional services, remains increasingly popular. A total of almost 7 000 students walked through PsyCaD's doors in 2014 as first-time clients, requesting assistance.

As part of the Unit's Faculty Liaison portfolio, psychologists continued to offer advice and support to faculty staff concerned about their students' wellbeing. Focused faculty support initiatives and interventions included the group support programme offered to academically underperforming students within the Faculties of Humanities and Education.

The various career-related interventions offered by the Career Services Unit are aimed at guiding clients through their career journey. Services include on-campus walk-in Career Resource Centres, walk-in career counselling services and extended career assessment and counselling interventions, work readiness programmes and the Graduate Recruitment Programme. A number of enhancements to the Career Services Unit's offering were pursued, as proposed in the Career Services Revisioning Proposal 2014, to focus on the preparation of students

for the workplace through providing increased opportunities to engage effectively in career activities and enhancing its engagement with graduate recruiters.

The annual Recruitment Programme 2014 was well attended, with three on-campus Career Fairs, of which the Commerce Career Fair was hosted for the first time. In total, 134 companies participated in the overall Recruitment Programme, including the Career Fairs and support activities, such as company presentations, promotional drives and competitions.

New digital services were successfully rolled out in 2014, including the Career Services Online (CSO) website and the YourCareer Portal. The Career Services Online website contains career guidance resources and UJ-related career information for prospective and enrolled UJ students and potential employers of UJ graduates. The YourCareer Portal offers career development services and resources aimed at students, including an events calendar, employer profiles, CV Builder application and a Job Board advertising graduate positions. To date, 3 600 students have utilised the Portal's services and 170 potential employers registered on the YourCareer portal.

The Career Services Unit continued to provide career assessment and counselling services to prospective students, school communities and students, with a total of 259 computerised, individualised career assessment and counselling sessions conducted. Career Services continues to engage faculties to enable the delivery of work readiness programmes to students within all faculties and academic departments, to assist UJ students and graduands to gain job search skills, and to prepare them to transition into the workplace.

The University of Johannesburg's commitment to provide an integrative and inclusive approach to managing and developing issues associated with disability is integral to the functioning of PsyCaD's Disability Services Unit. The Unit proposes that all stakeholders, employees and students, have a vested interest in promoting principles of equity and access, and therefore serves as one of the central stakeholders that drives this commitment to accessibility for all.

The Unit advocates for and strives to provide equal opportunities for students with disabilities. It directly facilitates support for students with disabilities through advice, support and academic accommodations, in partnership with the students' University departments and faculties, thereby assisting people with disabilities to have barrier-free access to teaching and learning.

The support of students with disabilities is a systemically complex activity and thus the Disability Services Unit, otherwise known as the Office: People with Disabilities (O: PwD), concerns itself with the academic, technological, psycho-social and psychological support of students with disabilities. This requires the Unit to be equipped with specialised assistive technologies and devices, and with personnel who are highly skilled and trained in the support that students with disabilities require.

During 2014, 259 students with disabilities were directly supported in various ways. This amounted to 609 appointment-based, consultative sessions consisting of academic and psycho-social support, introduction of assistive devices, as well as access-driven support. In addition, 732 walk-in queries were attended to, and 34 group assistive device training sessions were provided.

The Psycho-Education and Psychometry Services Unit has two major focus areas, namely psycho-educational services and psychometry processes. The psycho-educational services include psycho-social development and support services to the UJ learning community (and at request from its personnel), to support the academic success experiences of students. This includes the facilitation of life enrichment workshops, the Peer Buddies Programme, training and supervision of residence academic advisors (RAAs) and Residence Liaison Programmes. The psychometry component of this unit provides psychometric assessment services to clients and faculties.

The Unit assisted in training residence academic advisors for Student Life, as well as recruiting and training peer buddies. Five psychologists, four intern psychologists and the programme developer from PsyCaD trained 168 RAAs in January 2014. Training involved the establishment of caring, informal academic tutoring and social support roles and first-line intervention methodologies. In addition, the Unit's psychologists provided supervision to RAAs to help them cope and develop the helping function that they serve at the residences.



The Residence Liaison Programme was piloted during 2014, aiming to forge closer relationships with residence leadership as a means of promoting preventative psycho-emotive interventions. The process proved challenging, with only six out of the 30 UJ residences responding and requesting interventions, and a total of 11 interventions delivered to these residences.

The Unit's psychometry services include coordinating and facilitating psychometric assessment services to serve PsyCaD's clients and faculties, to ensure the smooth running of the Centre's psychological assessment services. The Unit facilitated 189 assessments with paying clients and 403 assessments for students for academic-at-risk, academic exclusion, evaluation and placement, concessions and career exploration. In addition, the registered psychometrists trained the student psychometrists, intern psychologists and all registered psychological practitioners working at PsyCaD.

The Psycho-Education and Psychometry Services Unit hosts a continuous professional development (CPD) programme to generate income and provide CPD services to psychologists working in the Centre. A "Praxis Seminar" for registered counsellors and psychometrists was undertaken in May 2014, during which internal and external psychologists delivered seven CPD-accredited workshops over two days.

The Therapeutic Services Unit focuses on providing psychotherapeutic services to UJ students. Working in partnership with other UJ support functions and stakeholders, the Unit aims to address the diverse psycho-social needs of the client. To this end, PsyCaD conducted 7 813 therapeutic sessions throughout 2014.

PsyCaD personnel are highly skilled and trained professionals who supported their clients through the year with various services, including the following: individual and group psychotherapy, trauma debriefing session interventions, crisis management via the 24-hour PsyCaD Crisis Line, HIV counselling and testing (HCT) at UJ's Campus Health Clinics and termination of pregnancy (TOP) counselling. PsyCaD psychologists successfully contained and managed 44 suicide-related cases throughout the year, as well as managed 301 calls to the 24-hour Crisis Line.

The Training and Development Services Unit is responsible for the training and supervision of intern psychologists, and the professional development of all PsyCaD staff. PsyCaD, as an accredited internship site for both educational and counselling psychology internships, recruited 13 intern psychologists for 2014 from various universities in South Africa. The intern psychologists, as prescribed by the HPCSA, worked under the supervision of four registered educational and counselling psychologists. The intern psychologists are involved in all psychological services rendered by PsyCaD on all four UJ campuses. They completed 258 psychometry assessments, facilitated 24 workshops and 2 169 individual therapy sessions in 2014. The Unit's collaboration with Campus Health services resulted in 317 HIV/AIDS pre- and post-test counselling (HCT) sessions and four termination of pregnancy (TOP) supervised sessions conducted by the intern psychologists.

PsyCaD contributed to the responsible and respectful ethos and culture of UJ through involvement in various community projects during the year, by engaging threshold communities. PsyCaD provided psycho-educational assessments, psychotherapy, learning support and teacher-parent workshops to the Esperanza Primary School. Through the annual School-based Career Advisors Community Project, presented at a number of secondary schools in Soweto, PsyCaD empowered Grade 11 learners to educate themselves and their fellow learners to support them to develop clear study and career plans. PsyCaD also honoured Mandela Day by spending a fun-filled day with 28 orphans (aged two to 17 years) at the St Peter's Child Care Centre. In addition, PsyCaD's support of the Santa Shoe Box initiative resulted in the sponsoring of shoe boxes with gifts to 32 children at the Rearabilwe Ekurhuleni Community Centre.

The uMatter campaign, a PsyCaD initiative, was rolled out at the beginning of 2014 with the overall aim of empowering students to take control of their lives and the challenges they face, and to contribute to their academic success. The campaign aimed to achieve this by providing students with a platform and a voice to be heard, by facilitating different awareness events each month. With 3 856 students visiting the website in 2014, and 2 700 bookmarks being distributed to students across the campuses, for its first year, the uMatter campaign got off to an exemplary start with much more to offer in coming years.

In 2014, the official PsyCaD website changed from a viewing platform for internal and external users to one for external users only. The structure and content of the website was rewritten for the purposes of marketing our external services to the public. The website received 21 935 visits between January and December 2014.

The PsyCaD Facebook page and the separate Career Services Facebook page serve as tools for interacting with students and advertising PsyCaD's services. The follower bases for these pages increased by 212% and 109% respectively, from January to December 2014. The PsyCaD and Career Services Twitter accounts serve as a supplementary social media platform to extend PsyCaD's promotional and marketing footprints beyond the website and the Facebook pages. As such, the growth in Twitter followers showed slower growths during the past year, with the PsyCaD Twitter account increasing its follower base by 36%, and the Career Services Twitter account showing a 27% growth in its follower base.

In 2014, PsyCaD conducted a student survey at UJ across all four campuses, aimed at assisting PsyCaD to determine the needs of the students and to ensure that its services were meeting those needs. The survey questions addressed perceptions about receiving assistance from and utilising mental health facilities, current challenges faced by students at UJ and perceptions of challenges other students face, knowledge of PsyCaD and its services, as well as utilisation of the services. Data was collected from 2 783 students. The results suggested that seeking psychological assistance is mostly viewed positively and there are few negative connotations relating to receiving help among students. The top five challenges reported by students were time management, stress, financial concerns, academic difficulties and failing a subject.

PsyCaD remains proud of its research culture, and during 2014 this was consciously pursued through the publication of two articles in accredited journals by three individual staff members; the presentation of ten national and international conference papers by seven staff members; and the supervision of six master's and doctoral degree students.

PsyCaD will continue to focus its service delivery on reaching more undergraduate students by collaborating closely with its sister units in ADS. Collaboration will continue with the Academic Development Centre (ADC) within the existing academic counselling services environment, with First-Year Experience programme and with greater involvement in the Senior Student Experience (SSE) initiative.

The Career Services Unit will work to offer expanded walk-in and online resources to students, and to create welcoming employer facilities at its offices to increase employer presence on our UJ campuses. In 2015 the Therapeutic Services Unit will focus on the intensive marketing of the new 24-hour Crisis Line number, as well as driving group modes of therapy in the student body.

The Academic Counselling Services Unit will introduce the Graduate Project in 2015, a support group initiative to work closer with social work students, thereby enhancing PsyCaD's contribution to the SSE. The Unit will also establish an academic recovery programme for readmitted F7 students and align its first-year support initiatives with the overall ADS student retention and success initiatives. The Disability Services Unit remains committed to barrier-free access to UJ students and will continue to advise and advocate for people with disabilities through appropriate policy and procedure, information and attitudinal shifts. The uMatter campaign will continue, with a larger digital presence, to promote PsyCaD's range of psycho-social and career services to UJ students.

PsyCaD will also continue to monitor and evaluate its interventions to improve preventative and developmental interventions. Ultimately, PsyCaD will focus on its mandate within ADS, namely to serve the undergraduate student population at UJ, and in conjunction with its internal and external stakeholders, to support the strategic UJ objective of presenting a student success experience to every student crossing its doorway and to pursue PsyCaD's ultimate purpose of increased student retention, throughput and academic success.

## **CENTRE FOR ACADEMIC TECHNOLOGIES (CAT)**

The Centre for Academic Technologies supports the provision of innovative and evolving technologies to academia (purpose) in order to foster a twenty-first-century skilled academia (vision) through the smart use of

academic technologies (brand), supported by our values of innovation, openness, simplicity, collaboration and cross-pollination, adaptability to rapid change, and forgiveness. Our work, overseen by a process management approach, includes the following:

- Community Support and Development Services that provide support and development opportunities to UJ's community, including students and staff members;
- Teaching and Learning Consultancy Services that cultivate academic members to explore new teaching with technology pedagogy;
- Technical Support and Development Services that promote the use of mobile cross-platform applets.

Work undertaken by CAT members during 2014 included the development of a number of strategic objectives to guide the team over the next few years and a number of core projects, which are briefly detailed below.

### ***Strategic objectives 2014***

- Create a process to support the UJ community in the use of the CAT framework in teaching and learning.
- Develop expertise in the use of design-based educational research.
- Foster the sharing of ideas and supporting researchers through appropriate interactions.
- Use international experts to help UJ staff members in the production of educational research that is based on the CAT framework and undertaken as design-based research approaches.

### ***Services: Community Support and Development Services***

A number of core initiatives were undertaken to support the introduction of tablet use for teaching and learning, including:

- A workshop, an online self-help manual and a PowerPoint presentation were developed to help students learn to use a tablet for learning;
- The creation of a process where all staff and student queries are managed by our helpdesk. During 2014 the helpdesk staff and teaching and learning consultants solved 3 304 queries. The majority (81%) of the queries were requests for support from students. Globally the trend is to integrate staff and student support requests into a single system that allows year-to-year analyses of support movements;
- Information slides, to direct students to solve problems through the use of ADS services, are displayed on large TV screens situated in ADS venues on each campus;
- The design, development and deployment, with ADC, of community modules to develop international non-English students' reading, writing, listening and speaking skills in English, within faculty-specific contexts and across the six levels of competence.

### ***Projects: Teaching and Learning Consultancy Services***

Globally there is a shift away from academic technical training sessions to a more inclusive professional development strategy that builds technology competency into development opportunities.

- Design, development and deployment of a professional development module to assist academic staff with the integration of tablet use in their classroom teaching.
- Design, development and deployment of a professional development module for academic staff on authentic assessment.
- One hundred and sixty-eight academic staff members attended 32 staff development workshops in 2014.
- A database was created for Law Faculty research documents.

### ***Services: Technical Support and Development Services***

Over the past few years, the use of mobile technologies by staff and students and the development of online modules has been highlighted as a major trend in higher education.

- uLink functionality was increased to provide students with a means to register for email and set up their login credentials.
- uLink became the primary student and staff portal. During the first week uLink delivered over seven million

page requests per day, which decreased to five million page requests per day during other teaching weeks.

- uConnect provided mobile access to all the registration processes.
- During 2014, 2 361 modules were registered in Blackboard, a 15% increase from the previous year.
- Development of version 3 of UJ's app, uGo, was initiated with the new design and integration of student application, admission, First-Year Seminar, surveys and registration and was deployed for the 2015 registration sessions.
- A uLink app for the Registrar's Office was designed and deployed to provide students with a complaint or grievance procedure that includes relevant steps and contact information.
- A uLink app for institutional circulars was designed, developed and deployed.
- An instrument to assess the use of technology in the classroom was developed, deployed and analysed.

### **Services: Supporting educational research**

Educational research is embracing many contemporary methods, including research design, as an alternative to controlled experimentation.

- CAT hosted the Authentic Learning Conference (17 February 2014) and workshops on authentic learning and design research (19 and 21 February 2014). The keynote speaker and workshop facilitator was Prof. Tom Reeves from Georgia State University, a world authority in these fields. One hundred and eleven staff members attended the conference and there were 40 participants in each workshop.
- CAT with Mzansi hosted the Social Media in Higher Education Conference (8 to 9 May 2014), which was attended by 85 delegates. Prof. Johannes Cronjé (CPUT), Dorothy Ooko (Google, East and Francophone Africa), Kristie Maree (Word4Word Marketing (Pty) Ltd) and Prof. Laura Czerniewicz (UCT) were invited keynote speakers and the programme included 11 academic presentations.
- CAT established an agreement with Prof. Tom Reeves to review teaching and learning research projects that make use of technology.

In conclusion, during 2014 CAT services were widely used by staff and students to support the use of technology in the classroom. New services, such as training and skill development and technology components to support the use of mobile devices, were introduced and supported. Development of research capacity to evaluate the use of technology in teaching and learning was fostered during 2014.

### **FIRST-YEAR SEMINAR (FYS)**

The compulsory First-Year Seminar (FYS) took place from 20 January to 30 January 2014. In the run-up to FYS, regular FYS Committee meetings were held with Ms S. Taylor as FYS Coordinator. The FYS website ([www.uj.ac.za/fys](http://www.uj.ac.za/fys)) served as a general information point with the faculty FYS programmes available for downloading. The FYS was deemed to be successful, with about 70% of the new first years attending.

FYS 2014 feedback and reflection sessions were held in order to strategise on the orientation of first years at UJ in 2015. FYS was acknowledged to be the first phase of the First-Year Experience (FYE), with Ms S. Motsabi, the UJ FYE Coordinator, taking over FYS planning for 2015.

### **WORK-INTEGRATED LEARNING AND SERVICE LEARNING (WIL and SL)**

The publication of the White Paper on Post-School Education and Training in November 2013 clearly showed the national focus on education, training and skills development. The 5 June 2014 Senate approval of the Work-integrated Learning (WIL) and Service Learning (SL) Policy paved the way for a combined WIL and SL Forum, chaired by the Executive Director: Academic Development and Support (ADS). Each faculty within UJ now has a representative on this Forum, with WIL and SL in future being reflected on the UJ dashboard. UJ offered 36 programmes with a formal WIL component and 14 with embedded SL, with a total of 8 425 students involved in experiential learning activities in 2014: 5 952 participating in WIL and 2 473 in SL. WIL and SL are supported by the UJ WIL Coordinator, who serves as a member of the Board of the Southern African Society for Cooperative Education and represents UJ on the Gauteng Provincial Skills Development Forum.

## UJENIUS CLUB

The UJenius Club is run in partnership between the Division of Academic Development and Support (ADS) and the nine faculties within UJ. The club was an initiative of the Vice-Chancellor, which was first approved by the Senate in 2010, and aimed to acknowledge undergraduate students who were performing at the top of their respective degrees, as well as promoting further intellectual, social, professional and career development for this group of academically achieving students. The UJenius Club is an important element in assisting UJ to increase its position within university ranking systems, as it encourages undergraduate students to pursue postgraduate study and research, or to become successful alumni if they enter the world of work upon completion of their undergraduate degrees.

The long-term vision for the UJenius Club is a partnership between UJ students who excel academically and ADS, which facilitates continued student motivation to excel academically, intellectually, socially and professionally, and encourages non-club members to achieve membership. As such, there were three primary aims for the UJenius Club 2014:

- Encourage academic performance through increased marketing of the UJenius Club, its benefits and privileges;
- Facilitate social interaction and meaningful networking opportunities for the UJenius Club members;
- Provide members with benefits and privileges given their academic achievement.

The club committee structure was somewhat altered in the beginning of 2014, with the appointment of a new club coordinator and two committee members. The table below demonstrates the number of students who were nominated for UJenius Club membership in 2014, which represented an increase in club members from 2013:

**Table 25: Number of students in UJenius Club 2014**

Number of students in the UJenius Club 2014 by Faculty								
EDU	FADA	FEBE	SCI	H. SCI	HUM	LAW	MAN	FEFS
16	19	36	34	48	74	20	25	88

Six specialised UJenius events were hosted for these students in 2014 in order to meet the three primary aims set for the club. The 2014 evaluation of the club found that most of the students felt quite strongly that they were encouraged to excel academically through club membership, that membership of the club afforded members valuable experiences and privileges and that the club offered members valuable benefits. The evaluation also found that the three biggest areas of concern for the club include that (a) members' classmates do not know about the club, (b) members do not feel connected to broader UJ structures and (c) that members do not feel completely intellectually stimulated by the club activities. Other qualitative information revealed that members enjoyed the events, the speakers and the benefits that were afforded to them through membership. Members felt, however, that the club would be improved with the inclusion of financial assistance to members, activities external to UJ, fewer formal events and more focus on career/professional development.



**Rory Ryan (Prof.)**

Executive Director: Academic Development  
and Support



**Angina Parekh (Prof.)**

Deputy Vice-Chancellor: Academic

# LIBRARY AND INFORMATION CENTRE

## **OPERATING CONTEXT AND GOVERNANCE**

The UJ Library is responsible for academic information support to all students, lecturing staff and researchers through its network of campus libraries and through its central administrative and management services based on the Auckland Park Kingsway (APK) Campus.

The UJ Library reports to the Deputy Vice-Chancellor: Research, Postgraduate Studies and the Library. The Executive Director of the Library is a member of the University's Executive Leadership Group and Senate.

There are two levels of management in the Library:

- the Management Committee consisting of the Executive Director, directors and managers;
- the Consultative Strategy Group consisting of the Management Committee, including all team leaders and specialist staff working across campuses.

The management of the Library receives input from two advisory committees, namely:

- The Library Advisory Committee;
- The Archives and Special Collections Advisory Committee.

In addition to the above, regular meetings with the Student Representative Council (SRC), Information Communication Systems (ICS) and the Centre for Academic Technologies (CAT) took place to ensure that Library initiatives met the needs of the students and were aligned to developments in both ICS and CAT.

The library management also meets with representatives of the acknowledged unions twice a year, in the interests of good communication.

### **RISK MANAGEMENT**

During the reporting year, the risks for the Library were related to the following:

- maintenance of buildings;
- business continuity;
- health and safety compliance.

All these risks were exacerbated by the fact that the library spaces are very well used and constantly overcrowded. The record number of visitors for a single day in the APK Campus Library during 2014 was 18 328 on 7 October. This is 1 828 (10%) higher than the record in 2013 (16 500 visitors on 13 September). The record for 2012 was 11 544 visitors on 22 February.

Specific risks and mitigating strategies are discussed below.

#### ***Leaking roofs of the APK and SWC Campus Libraries***

Leaking roofs were problematic in both the Soweto Campus (SWC) and APK Campus libraries. The roof of the SWC library was replaced during 2014.

In 2013 part of the ceiling on the second floor in the APK Campus Library collapsed as a result of the leaking roof. A student was hurt during the incident. Large parts of the ceiling were removed pending a full investigation during 2014 on how to resolve the problems associated with an aging building. It was agreed that the ceiling needed to be replaced and the roof fixed. This project was registered in partnership with CTS and tendered as per UJ policy and procedures. The installation of the new roof and ceilings are scheduled to take place early in 2015. It will undoubtedly help to create a safer space for all library clients.

### ***Emergency doors***

As part of the library's efforts to obtain compliance, the need for additional emergency exit doors in the APK Campus Library was identified by the UJ Occupational Health and Safety Department. The doors are required on Levels 3, 4 and 5 due to the heavy use of these spaces and the high number of staff/clients in that area at any given time. It was agreed that doors will be installed on Levels 4 and 5 early in 2015. However, it is not possible to do so on Level 3, because of the layout of the spaces adjacent to the Library.

### ***Business Continuity Plan***

The UJ Library received more than four million visits from clients (students, staff and external members) during 2014. This places a heavy responsibility on the library to provide a safe working environment for all clients by minimising risk and by continuously providing a professional service.

In previous years the focus fell on prevention of and action during a disaster and staff were trained to handle such situations. However, the focus has now shifted to continuing services after a disaster with the introduction of the process to develop a Business Continuity Plan (BCP) by the UJ Corporate Governance Office. The plan will ensure that the UJ Library can continue operations and service delivery after a disaster. It clearly identifies the roles and responsibilities of the BCP team and is based on the principle of BETH3 (buildings, equipment, technology, human resources and third parties). Implementation is scheduled for 2015.

### ***Emerging risks***

During 2014, the following risks emerged:

- Vulnerability as a result of serious fluctuations in the exchange rate – a high percentage of all information sources are bought from overseas publishers and vendors. The weakness of the rand seriously limited our buying power. To properly support the GES strategy and the needs of our researchers, it is imperative that we are able to provide access to the best information sources on offer.
- The impact of load shedding on the availability of services – the academic programme has to continue despite the impact of power outages. This means that students, staff and researchers need uninterrupted access to information sources and information services. To be able to provide such access, all campus libraries should be supported by emergency power.

## **STRATEGIC FOCUS AND TARGETS**

The UJ Library strategic focus was on the following:

- renovation and upgrading of library spaces in all the campus libraries;
- support of teaching and learning with technology, improved collections and updated services;
- improved service to postgraduate students and researchers;
- support of the overarching UJ thrust to achieve global excellence and stature.

### ***Renovation of UJ Library spaces***

The UJ Library embarked on a process to consolidate, renovate and upgrade spaces in all the campus libraries in 2012. During 2014 many of the plans came to fruition. The following spaces were created in the libraries:

- twenty-two tutor venues;
- seven meeting rooms;
- a deck area in the APK Campus Library, as well as offices for information librarians and a kitchen on the second floor;
- a research commons in the SWC Library.

In addition to the above, an extensive maintenance programme was completed. The programme included:

- painting and re-carpeting;
- replacement of the lift in the DFC Library, as well as the installation of a public address system;
- upgrading of power outlets;
- installation of new shelving in the DFC and APB libraries.

### ***Upgrading of computer workstations and other technology***

The renovation and upgrading included the consolidation of student computer workstations in all the campus libraries. The workstations were distributed as follows:

- APB – 104 (60 Wyse Thin Clients and 44 Dell PCs);
- APK – 124 (80 Wyse Thin Clients and 44 Dell PCs);
- DFC – 104 (60 Wyse Thin Clients and 44 Dell PCs);
- FADA – 12 (12 Wyse Thin Clients);
- SWC – 80 (30 Wyse Thin Clients and 50 Dell PCs);

All campuses received full DSTV (65" commercial NEC screen) and an electronic notice board (55" commercial NEC screen) during the course of 2014. The screens are centrally administered.

### ***Supporting teaching and learning***

#### **Library systems and IT**

During 2014 the UJ Library migrated to the latest version of the UJooble search tool. One of the improvements is that an integrated list of search results is now presented, ranked according to relevance. The update also provided the following enhancements:

- a link resolver;
- the ability to use QR codes.

The Library migrated from the Millennium Integrated Library Management System (ILMS) platform to the very latest platform from Innovative Interfaces, namely Sierra. UJ is only the second institution in South Africa – after the Seals Consortium in the Eastern Cape – which has migrated to Sierra. Three neighbouring universities (North West University, the University of South Africa and the University of Pretoria) have consulted the UJ systems staff on Sierra and how the migration from Millennium is managed.

A third, very important initiative was that a raw interface, 118PU-WS Patron Update Web Service API, which exposes the full flexibility of patron records called, has been bought as an add-on to the Library's ILMS (Sierra). This API will allow the ITS (pertaining student data) and Oracle (pertaining staff data) platforms to synchronise client data to Sierra on a daily basis, i.e. send new client records and update existing client records.

Probably the most significant development during 2014 was that a more effective and efficient way was found to incorporate data from the Library's eBook collections into the Library catalogue (UJLink), thereby significantly improving access to these information sources.

#### **Client Services**

The Client Services Department of the UJ Library supported teaching and learning with the following initiatives:

- Participating in the overall University First-Year Orientation Programme for 2014. First-year students were empowered to use the Library through training sessions on the use of Library resources, services and facilities. A total of 63 presentations were conducted in different venues on all the campuses.
- The Library embarked on a project to design faculty subject information portals which were developed using a user-friendly, web-based tool called LibGuides. It combines all the advantages of wikis, blogs and social networking in one package. Through the LibGuides, all clients can get information on faculty-specific books, database subscriptions, referencing techniques and all the eBooks that are available for their needs. The LibGuides are accessible via the Library webpage and also through uLink.
- To further address the challenge presented by the increased use of the Library, four online automated



information literacy modules, which undergraduate students can use independently, were developed.

- All the campus libraries have learning commons spaces furnished with computers to allow students to get access to the information available in the Library system. The learning commons librarians provide ongoing, specialised support to undergraduate students who need basic training on how to find information on the Library system.
- The UJ Library and the faculties joined forces to support students in the campus libraries through the availability of tutors. Thirty-two tutors were appointed by the faculties to provide subject-specific support to students in the Library during the 2014 academic year. In addition, the Library appointed and trained 10 tutors to respond to basic library enquiries.
- In addition to the areas designated as quiet study spaces, the Library has also created the social commons spaces, where students are able to relax and read a magazine, watch television or talk to a friend. These spaces serve to reduce the noise levels in other areas of the libraries.

### **Central services**

The Library website remains one of the most important access and service points of the Library. During 2014 the site was one of the most used at the University, with 1 243 128 visits and 54 660 (4%) of these visits by means of a smart phone or tablet. The site gives access to the electronic collections (databases and eBooks), as well as to information about all the services offered by the Library.

The UJ Library Bindery is one of the few remaining facilities at academic institutions where craft binding is done. In addition to binding library material, the Bindery offers a fee-based service to students, faculties and academic departments, as well as to external clients. The bulk of the work consists of binding theses and dissertations and of making graduation certificate holders.

### ***Improved service to postgraduate students and researchers***

#### **Information Services**

The faculty librarians have been instrumental in linking the Library and its services with the nine UJ faculties. Each faculty has its own dedicated faculty librarian, who addresses all the teaching, learning and research requirements of the faculty with the help of information librarians. The team provides individual research assistance to the researchers.

#### **Research commons and research support**

The main aim of the research commons is to enhance the Library's contribution to postgraduate throughput and research output by providing a conducive environment for researchers and offering services which directly support research endeavours of postgraduate students and researchers.

All UJ campus libraries designated spaces for a research commons during 2014 and good progress was made with furnishing these spaces with state-of-the-art technology and furniture across campuses.

The research commons in the SWC Library was completed during 2014. It is a high-level research environment intended for use by postgraduate students at master's and doctorate level, as well as academic staff and researchers at the Soweto Campus.

#### **UJDigispace**

The UJ institutional repository was developed specifically to showcase the UJ research output in the Open Access environment. During 2013 and 2014, there was a strong focus on digitising the theses and dissertations produced by UJ students and making these available to the public at large through UJDigispace.

#### **Special Collections**

The UJ Library Special Collections focuses on the preservation and development of the rare book collection, as well as special document collections which provide original documents for research. During 2014 Special Collections was used regularly by postgraduate students and researchers. Researchers varied from UJ staff

to a member of the Presidency's Office, to researchers from other South African universities, as well as from international universities.

### **Global excellence and stature**

The project to renovate the library spaces aligns the UJ Library with best practice with regard to library space globally.

The UJ Library technology infrastructure is comparable with the best in the world. It is without any doubt the pacesetter when it comes to the ILMS. The project to install e-notice boards and DSTV in the campus libraries attracted attention and an article on this project was published in *Electrosonic* with the title "UJ goes digital with NEC".

The Library's Technical Services Department also did groundbreaking work by presenting its first-ever online book exhibition from 22 to 30 September 2014. The aim of the online exhibition was twofold:

- to promote the purchasing of e-books;
- to have an exhibition on all four UJ campuses simultaneously.

A web page containing logos of suppliers was created on the Library website. By clicking on the logo, the selector was directed to the titles/collection on 'display' by the suppliers. Five suppliers participated in the online expo and all of them indicated that this had been a first for them.

### **Statistical snapshot**

The compilation and analysis of library statistics are done for the following reasons:

- to describe and monitor the collections and use of the services in the Library;
- to determine trends and development areas through analysis of the statistics.

### **Collection development**

The focus for the development of the collection was on growing the electronic collections in support of the University's strategic thrust to increase teaching and learning with technology.

**Table 26: Growth trends of the print and electronic collections**

Item	2013	2014	Trend	
<b>Book volumes</b>	540 015	578 613	+7%	↑
<b>Print journals</b>	7 323	7 167	-2%	↓
<b>Individual e-journals</b>	939	1 206	+9%	↑
<b>e-Journal titles in databases</b>	56 163	97 222	73%	↑
<b>Individual e-book titles</b>	4 235	12 750	201%	↑
<b>e-Book titles on subscription</b>	96 944	126 525	30.5%	↑
<b>Databases</b>	187	200	7%	↑

### **Library as place and services**

The UJ Library tracks both the physical and virtual use of its facilities and services and is proud of the fact that both types of use is substantial. This means that the Library is meeting the needs of its clients in a variety of ways. It also shows that the full range of our facilities and collections is relevant to our clients.

The increase in the number of reference consultations reflects the positive impact on service to students by the presence of tutors in the libraries.

**Table 27: Use of the Library**

Item	2013	2014	Trend	
<b>Gate count</b> (physical Library visits)	3 584 596	4 012 145	+12%	↑
<b>Virtual visits</b> (incl mobile & tablet visits)	1 363 397	1 243 128	-9%	↓
<b>Mobile &amp; tablet visits</b>	27 903	54 660	95%	↑
<b>Books used</b>	616 328	848 531	+37%	↑
<b>Inter-library loans</b>	4 014	4 726	+17%	↑
<b>Inter-campus loans</b>	1 012	1 239	+22%	↑
<b>Database searches</b>	4 503 065	4 864 500	+8%	↑
<b>Reference consultations</b>	39 507	50 922	29%	↑

## EMPLOYEE PROFILE

The UJ Library has 146 permanent positions and one contract position. On 31 December 2014, 135 of these positions were filled while there were 12 vacancies.

The majority (54%) of permanent staff (all campus libraries) are between Peromnes levels 8 and 11.

During 2014, 16 appointments were made, all from the designated groups.

At the end of 2014, 75% of the permanent staff were from the designated groups and 64% were female.

**Table 28: Equity profile – race**

Category	2013	%	2014	%	Trend
<b>African</b>	85	64%	91	67%	↑
<b>Coloured</b>	7	5%	6	4%	↓
<b>Indian</b>	4	3%	4	3%	→
<b>White</b>	36	27%	34	25%	↓
<b>Total</b>	<b>132</b>	<b>100%</b>	<b>135</b>	<b>100%</b>	

**Table 29: Equity profile – gender**

Gender	2013		2014	Trend	
	Number	%	Number	%	
<b>Female</b>	85	64%	86	64%	→
<b>Male</b>	47	36%	49	36%	→
<b>Total</b>	<b>132</b>	<b>100%</b>	<b>135</b>	<b>100%</b>	

### Staff development

The UJ Library subscribes to the philosophy that excellent service to clients is only possible with well-trained and

positive staff. To give effect to this philosophy, a training academy for library staff was established. During 2014 the following training events took place under the aegis of the academy:

- The annual Staff Wellness Day;
- The annual Library HR Workshop;
- Cancer Awareness Day;
- Sharpening professional skills – 16 training sessions on a variety of professional and general topics were arranged. Staff were required to attend 10 of these training sessions as part of sharpening their professional skills;
- Two staff members were enrolled for the Emerging Leaders Leadership Development Programme offered by the UJ Department of Industrial Psychology and People Management;
- Two staff members were enrolled for the Carnegie CPD programme: “Enhancing librarians’ ICT skills for research enablement in African universities”.

## **FINANCIAL MANAGEMENT**

The budget allocated to the Library was fully spent during the year. This included additional funds made available to the Library during the course of the year.

## **COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT**

### ***Community service***

During 2014, the Library assisted Student Affairs with providing jobs or tasks to UJ students who were required to perform community service.

The UJ Library was instrumental in establishing a fully functional library for the Funda UJabule School. Apart from helping with maintaining the physical library and the collection, staff from the Soweto Campus Library also participate in activities such as storytelling.

### ***Stakeholder engagement and reputation management***

The Library hosted a record number of 65 events during 2014. Once again most of the events were presented in partnership with UJ faculties and departments, as well as with a number of external partners, including:

- the Nelson Mandela Foundation;
- the Khulumani Support Group;
- Higher Education South Africa;
- the Brenthurst Foundation.

The events were attended by more than 6 500 people, many of them UJ students. The highlights of the year were:

- the Women’s Day celebrations on 9 August 2014;
- the first UJ Men’s event on 22 October 2014;
- A discussion with:
  - Amhed Kathrada on his book, *Memoirs*, in partnership with the Department of Politics;
  - Zoleka Mandela on her book, *When hope whispers*, in partnership with the Faculty of Health;
  - Judge Edwin Cameron on his book, *Justice: a personal account*, in partnership with the Faculty of Law;
  - Dr Adekeye Adebajo on his book, *Africa’s peacemakers: Nobel Prize Laureates of African Descent*, in partnership with the SARChI Chair: African Diplomacy and Foreign Policy;
  - Tony Leon on his book, *Opposite Mandela: encounters with South Africa’s icon*, in partnership with the SARChI Chair: African Diplomacy and Foreign Policy;
  - Molly Blank on her book, *How to fix South Africa’s schools: lessons from schools that work*, co-authored by Prof. Jonathan Jansen. The event was presented in partnership with the UJ Education Leadership Institute.

High-profile open lectures included the following:

- The Minister of Public Enterprise, Malusi Gigaba, delivered a lecture entitled “Critical infrastructure needed to confront the challenges of the twenty-first century”. The lecture was hosted in collaboration with the Faculty of

Economic and Financial Sciences;

- The Minister of Cooperative Governance and Traditional Affairs, Pravin Gordhan, delivered a lecture on "Twenty years of democracy";
- Advocate Vusi Picoli delivered a lecture on "Ethical leadership: strengthening democracy".

## LEADERSHIP

The UJ Library has established itself as a leader in the area of library systems and the use of technology. The Integrated Library Management System (ILMS), Sierra, is one of the most advanced in the world and other academic libraries visited us during the year to learn about the best way to implement and manage it in their own environments. An important additional improvement to the system was the acquisition of the 118PU-WS Patron Update Web Service API to provide an interface between the ILMS and the ITS and ORACLE platforms. The API will improve the management of client records in the ILMS by synchronising client data to Sierra on a daily basis. Another significant development was the improved procedure to incorporate data on the Library's e-book collections in the catalogue (UJLink), thereby improving access to these information sources considerably.

The use of Wyse Thin Client technology for the student PCs in the libraries is also an important development which enables the Library's IT staff to provide a more efficient and immediate service for the student PCs through central and remote administration and the configuration of these machines. In addition all the campus libraries now have both a full DSTV and an electronic notice board for marketing and communication with clients.

The library's Technical Services Department also did groundbreaking work by developing its first-ever online book exhibition from 22 to 30 September 2014.

The Library's Executive Director, Dr Rookaya Bawa, took a strong leadership role within the Committee for Higher Education Librarians of South Africa (CHELSA). Dr Bawa serves on the Executive Committee and is driving the project to establish a national licensing protocol for electronic journals in South Africa.

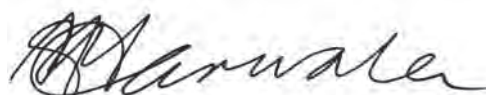
## CONCLUSION AND WAY FORWARD

2014 was a very busy and satisfactory year for the UJ Library during which the facilities and services available to all its clients were improved in line with the UJ global excellence and stature (GES) strategic thrust. During 2015, the Library will continue in its support of the GES and its own vision of being the best academic library in South Africa, with the biggest e-book collection in Africa. To this end, the focus will be on the following:

- increasing the percentage of e-books in the collection by 5% during 2015;
- ensuring that the prescribed textbook list includes 35% e-books;
- further developing the research commons in all four campus libraries and creating opportunities for postgraduates and researchers to discuss their work in collaboration with the Postgraduate Centre;
- continuing to develop the Library systems to function on global standards of efficiency;
- contributing to positive student experience through an extended events and training programme;
- driving the R50-million Library upgrade and renovation programme.



**Rookaya Bawa (Dr)**  
Executive Director:  
Library and Information Centre



**Tshilidzi Marwala (Prof.)**  
Deputy Vice-Chancellor: Research, Postgraduate  
Studies, and Library and Information Centre and  
acting Deputy Vice-Chancellor responsible  
for Internationalisation

# INTERNATIONALISATION

## OVERVIEW

Internationalisation is central to the University of Johannesburg's vision of being "an International University of choice, anchored in Africa, dynamically shaping the future". Through internationalisation, the University of Johannesburg is poised to enhance its scholarly engagement and impact on national, regional and continental transformation agendas, as well as to position the University on the global higher education landscape.

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 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, leading toward the enrichment of the University's research and teaching, in pursuit of excellence in scholarship and enhancement of UJ's international profile.

The work of the Division is also informed by the University's mission of inspiring transformation through the collaborative pursuit of knowledge. Such collaboration is both intra-university, as well as with international partners.

### ***A targeted upward and outward trajectory***

Key targets and indicators towards realising UJ's Global Excellence and Stature 2025 Strategy are:

- 15% international permanent academic staff by 2020;
- Increased partnerships with BRIC countries, other African countries, the US and Europe;
- 10% international students by 2020 with two thirds in UG programmes;
- 1 000 students per annum in the Study Abroad Programme by 2020.

In 2014, growth was realised for all targets. International staff numbers stand at 9% of the targeted 10%; partnerships picked up mainly in terms of quality and activity, with the notable participation of UJ in the activities of the prestigious Universitas 21 network; and a record 280 students were recorded in the Study Abroad Mobility Programme encompassing student exchange, faculty-led programmes and a set of new executive courses with our major partners. While applications grew and new international student numbers registered growth, a significant number of continuing international students were not able to return to UJ mainly due to financial difficulties, resulting in a net dip in international student numbers.

Much work went into consolidating a one-stop-shop for international students with further clean-up and alignment of procedures following the incorporation of the Unit for International Admissions into the Division.

Marketing and recruitment of students was carried out across ten countries on three continents, enhancing the profile of the University, as well as opening up real opportunities for extending the scope of our international feeder countries. These efforts have begun to bear fruit as new applications have risen more than ten-fold, with several new countries represented among applicants.

### ***With stature***

UJ joined international peers on the QS Rankings board, emerging in the top 4% of the world's universities at a mere eight years old – possibly the youngest university on the continent, if not in the world, to have scored such a feat. Some of the best universities around the world congregated at UJ when the University, with Nanyang Technological University jointly hosted the best Middle East and Africa *Professional leaders in education* conference on the QS platform. Further enhancing the stature of the University was the choice made by the President of the United States of America to hold his town-hall meeting with young people across the continent on the Soweto Campus, as well as accepting an honorary doctorate from UJ.

### ***Around the globe***

The University received important international media exposure. In Chongqing, China, in Hong Kong, in Nigeria and in Botswana, print media and television covered the work of UJ around the globe. Furthermore, a two-hour television programme profiled the University across Africa and Asia.

### ***Looking forward and mitigating risk***

Key challenges remain. As the work of the Division has grown exponentially, so there is a need to enhance the staff profile; as international student numbers keep climbing, so does the need for growth in numbers and quality of residential facilities become urgent; as executive programmes begin to pick up momentum, so does a need grow for executive teaching and board facilities. The establishment of a one-stop-shop for students would also benefit from prominent, suitable office and service space for the students, reflecting the priority status that Internationalisation enjoys at UJ.

### ***2014 Performance at a glance***

- The **Study Abroad Programme** has had a very good start, surpassing mobility target numbers for the year.
- **Student Recruitment and Marketing** targeted over ten countries in three continents.
- There was a **growth in international student applicants**.
- Provision of **student-focused services** is in place.
- **Partnerships** have continued to grow, with activities enhanced, and an **Africa strategy** in place, and being executed.
- The **Student Integration Programme** continues to gather strength.
- The Division made an income-enhancing proposal at the ELG to make **UJ more competitive**.
- **The international profile of UJ was enhanced** through: increased international staff; proportion of national to international research publications at a significantly healthy 30:70; international recruitment drives, exhibitions and media profiling; as well as partnerships

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

The Division for Internationalisation is led by an Executive Director. The year 2014 proved to be a year of highlights as well as challenges. The post of Deputy Vice-Chancellor – Internationalisation, Advancement and Students Affairs became vacant towards the latter part of 2014. The Division for Internationalisation was temporarily moved to the portfolio of Deputy Vice-Chancellor – Research, Postgraduate Studies, Library and Information Centre. Reporting to the Executive Director are the Director for Study Abroad, the Senior Manager for Recruitment and Marketing, the Personal Assistant to the Executive Director and the Public Relations and Communications Officer.

The Division appointed a Personal Assistant to the Director for Study Abroad and the Co-ordinator Study Abroad post was upgraded to a management position. In the latter part of the year a PR and Communications Officer was also appointed.

These key appointments were pivotal in the Division being able to execute a number of the important projects that were identified in the foundation stage of the internationalisation project.

## **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). The Executive Director also sits on the Transformation Committee, the Management Enrolment Committee, and meets with the Executive Leadership Group at least twice a year to discuss cross-cutting strategic imperatives. Furthermore, Internationalisation is represented on various University committees, including the Marketing Committee and the committee charged with preparing the annual Diversity Week.

In 2014, regular meetings, led by the Executive Director in the Division, were also held with:

- Heads of Faculty Administration
- Student Affairs
- Student Representative Bodies
- Postgraduate Office

Intra-division meetings are held monthly, while heads of units meet with the Executive Director on a weekly basis. The Executive Director (ED) meets the Registrar monthly, with meetings focusing primarily on governance issues pertaining to Internationalisation. A regular line of contact is maintained with the Director in the Governance Office for day-to-day governance and contracts service. Similar lines of engagement have been established with the Finance Division, as well as with the Division for Human Resources, where business partners offer a crucial interface. The ED holds a reporting meeting with the Deputy Vice-Chancellor, Professor Marwala, on a monthly basis.

## **Risks and management of risks**

Internationalisation presents with both immense opportunity, and huge risk, not least with respect to the international reputation of the University. To put UJ's best foot forward internationally, a PRESS culture has been instituted: a culture of pro-activity, responsiveness, engagement and student-first service defines the work of the Division.

Charged as it is with growing international student numbers at UJ, one area of risk for the Division remains adequate recruitment and retention of fee-paying international students in the current global economic climate. An international recruitment strategy towards diversification of feeder countries, as well as a funding proposal geared at enhancing the University's competitive edge, was proposed to the MEC in 2013.

Other areas for which the Division has set in place steps towards risk-preparedness entail student integration, as well as international mobility of students and staff associated with the University's Study Abroad and International Linkages Programme.

Additional to these measures and in an effort to assure optimal risk-preparedness and promote security, the Division has published a Risk Management Plan that serves as a guide to operationalising this area of work, and is also consistent with global standards. An integral part of a Internationalisation Office that operates smoothly, a Risk Management Plan is also often a requirement for membership of international recruitment agencies. The current plan is devised primarily with prevention of disasters in mind, and was developed in consultation with Protection Services, in order to ensure it fits with UJ's overarching risk and prevention of disasters mechanisms.

The plan delineates the following:

- Types of disasters;
- Responsibility of the disaster team;
- Disaster action team;
- Prevention and protection measures;
- Disaster response;
- Disaster response procedures;
- Recovery procedures;
- Disaster team members' responsibilities;



- The disaster team leader's responsibilities;
- Documentation;
- Volunteers;
- Communications;
- Supplies and services;
- Backup for disaster recovery.

## **STRATEGIC FOCUS AND TARGETS: PERFORMANCE**

### ***International Student Recruitment, Welfare and Admissions***

The Unit for Student Recruitment, Academic Liaison (Student Welfare) and International Admissions within the Division for Internationalisation is responsible for the recruitment of international students on behalf of all faculties. This requires liaison with various stakeholders for information and contribution to processes relevant to the international prospects and students, Customer Relationship Management, International Admissions and the development and management of efficient communication platforms geared towards staff, students and external markets. During 2014, improvements to the international admissions process were put in place, including automated emailed admission and decline letters, and a five-day turnaround time on applications. In 2015 international clearance will be completely paperless.

### ***Academic liaison and welfare***

In addition to dealing with issues relating to immigration and the new fees dispensation, the Cultural Integration Programme offered by the Division played a significant part in addressing some of the adjustment difficulties that international students can experience. In 2014, the programme took the form of a welcome function, buddy pairing, a student leadership programme and the International Festival during UJ Diversity Week in September.

### ***Marketing and recruitment***

As part of our strategic plan to profile and build the University brand abroad, recruit the best students globally, grow student numbers and increase the breadth of representation by country to better cultivate an international culture at UJ, we continue to identify international student recruitment markets in various countries. Our marketing and recruitment efforts are also beginning to show significant impact: new applications have risen, as have the total number of international undergraduate applications with positive results, indicating better applicants, and a higher propensity, therefore, for absorption.

### ***Study abroad***

With the objective of becoming a **profitable** Study Abroad Programme by 2020 with an annual enrolment of 5 000, the Study Abroad Programme at UJ is also being developed in an academic-enhancing manner, geared towards developing UJ students as global citizens and UJ staff as globally connected, mobile, collaborative and international. The same principle is followed in the development of short learning programmes. The programmes are designed to be academically rigorous, in line with UJ's teaching and learning policies, relevant to national, continental, and/or global needs, while also attracting income to assure a long-term viable study abroad programme for the University.

### ***Key performance points***

- The Study Abroad Business Plan has been approved.
- Eight faculties are fully on board regarding the development of new study abroad programmes and/or restructuring of existing ones. Meetings with Heads of Faculty Administration (HFAs) were conducted for Study Abroad guidelines as regards on-boarding, relationship building, buy-in, and to enhance outbound mobility uptake.
- The UJ-ISEP programme is fully operational and a second substantive Study Abroad provider, 'Study Abroad to Africa' was also operational this year.
- New short learning programmes (SLPs) with IDEP, on Mineral Policy and Contract Negotiations for Public Officials and Mineral Economic and Mineral Governance, were developed and offered this year.
- The outbound programme is fully operational.

### **Partnerships and international profiling**

As UJ becomes more visible globally, the University continues to attract potential partners. In 2014, the University continued its tradition of offering warm hospitality to international guests and delegations. UJ's continued engagement with organisations and partners in Africa reaffirms a key component of the vision of the University.

#### **Key performance points**

- 2014 allowed the University to leverage its entry into the acclaimed Universitas21 network to further spread the UJ brand globally.
- UJ retained its position in the QS Rankings as one of the top four percentile of the world's universities
- The President of Ireland visited the University and delivered an inspiring address to UJ students and staff at the Soweto Campus.
- Two significant international conferences were hosted by UJ :
  - 8th African Institute of South Africa conference (AISA), *Africa at the crossroads: the continent's future prospects 50 years after the formation of the Organisation of African Unity (OAU) / African Union (AU)*,
  - Africa and the International Criminal Court (ICC): *Lessons learned and synergies ahead*.

### **LOOKING FORWARD**

2014 marked the entry point towards the tenth anniversary of UJ as an institution. It proved to be another successful year for Internationalisation at UJ. The successes achieved thus far serve as a both a reminder, as well as impetus, to further enhance the Internationalisation profile of the University based on the University-wide strategy towards UJ's global excellence and stature.

Challenges remain in the areas of building up and retaining international student numbers. The overall success of the strategy for internationalising UJ and assuring its place in the global higher education landscape will require much more concerted uptake from the faculties, and more support with respect to facilities for researchers and visiting scholars; for hosting executive courses; and dedicated, appropriate service space for international students – similar to the International Houses/Buildings that are in most universities around the globe. These dedicated spaces pay testimony to the high priority that Internationalisation enjoys at such institutions. These areas will require renewed focus and will be addressed over the next two years.



**Pinkie Mekgwe (Dr)**

Executive Director: Internationalisation



**Tshilidzi Marwala (Prof.)**

Deputy Vice-Chancellor: Research, Postgraduate Studies, and Library and Information Centre and acting  
Deputy Vice-Chancellor responsible for Internationalisation

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# RESEARCH AND POSTGRADUATE STUDIES

## OVERVIEW

The year 2014 was another great year, full of challenges, achievements and lessons learnt. Again the University remains one that is focused, with great ambition and a desire to be the best of the best.

All information pertinent to research activities and support functions is disseminated through the website [www.uj.ac.za/research](http://www.uj.ac.za/research). The functional activities of the Division are measured through key performance indicators with goals and targets defined annually in the Institutional Scorecard. For the 2014 academic year, the key performance indicators were the:

- accredited research output units;
- number of citations per article per year;
- amount of external research income;
- number of rated researchers;
- number of postdoctoral research fellows.

The University maintained a healthy performance through increases in each of the performance indicators.

For accredited research outputs, the University attained an increase from the previous year's output of 873.9 to 897.4 accredited output units.

The number of citations per article per year has become a critical measure of the impact of our research, hence influencing our global status as a world-class, research-intensive university. In 2014, the number of citations per publication per year (with the year of publication being 2012) increased from 5.0 in 2013 to 7.5 in 2014.

The amount of external research income indicates the relevance of our research activities to external funders and industry. External funding was R98.83 million in 2013 and increased to R109.01 million in 2014. The largest improvement was with respect to National Research Foundation (NRF) funding. About R21 million of this funding was for the acquisition of state-of-the-art research equipment.

The number of NRF-rated researchers increased to 142 in 2014, as compared to 133 in 2013.

The number of postdoctoral fellows increased from 116 in 2013 to 144 in 2014.

## RESEARCH STRATEGY AND RESEARCH POLICIES

The following policies and strategies are used to govern research and postgraduate studies at the University:

- UJ Academic Regulations (sections related to postgraduate studies);
- UJ Research Strategy;
- Research Policy;
- Student-Supervisor Policy;
- Guidelines for Authorship;
- Policy on the Classification of UJ Research Structures;

- Policy on Postgraduate Studies;
- Charter for the UJ Committee to enhance application for NRF ratings;
- Incentive scheme for research outputs and NRF ratings.

### ***Global Excellence and Stature (GES)***

In shifting its identity and brand from new, young and innovative to a university of global excellence and stature, the new thinking necessitated the review of the 2020 Strategic Plan, and the development of the 2025 Strategic Plan, anchored in the single strategic goal “Global Excellence and Stature” (GES). The new 2025 Strategic Plan places considerable emphasis on excellence, including excellence in research and innovation. In 2014, the initial phase was launched with a number of value-adding activities focused on postgraduate studies, research and innovation. The aim is to attract outstanding graduates from diverse backgrounds to our postgraduate programmes, by offering a range of innovative programmes characterised by the highest level of scholarship and rigour that incorporate cutting-edge research developments into the curriculum. With this strategic initiative, top-class postgraduate students and postdoctoral fellows joined the University of Johannesburg in 2014 and world-leading researchers were appointed as distinguished professors and distinguished visiting professors.

## **GOVERNANCE**

The Executive Director: Research and Postgraduate Studies is responsible for the Research and Postgraduate Studies Division and reports to the Deputy Vice-Chancellor: Research, Postgraduate Studies and Library. The administrative framework of the Division is anchored in five well-defined functional activities: research administration, research development and support, research intelligence and bibliometrics, postgraduate support (Postgraduate Centre), and statistical analysis (Statkon).

### ***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, Postgraduate Studies and Library);
- 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);
- Academic Administration (governed by both the faculty and the Registrar in Central Academic Administration).

### ***Research output reporting and data analysis***

During 2014, UJ further extended its reputation as being a leader in research output reporting and data analysis, as we were one of the most active users of the Research Information Management System (RIMS) and SciVal.

### ***Intellectual property***

The University's intellectual property (IP) is protected through the Conditions of Employment contract with employees, through the student contract, and through 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 University has an Office of Technology Transfer with the responsibility to encourage the creation, development and transfer of technology, as reported under the Finance Section.

## **RISKS AND RISK MANAGEMENT STRATEGY**

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 relating to the Research portfolio in 2014 were:

- limited national industrial research funding opportunities;
- limited number of postgraduate student bursaries;
- postgraduate student supervisory capacity;
- postgraduate student throughput.

All 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 serves as an intervention strategy to mitigate the risks. The following units within the research and postgraduate studies environment are addressing the above issues through the following programmes:

- Research Support for the Development of High-quality Proposals;
- Research Capacity Development, which includes programmes on proposal writing, postgraduate supervision, etc.;
- Research Capacity Building for Postgraduate Students.

Research stature is usually defined by the quality and impact of research. UJ devotes considerable attention to research stature by encouraging research publications in international journals. To measure and monitor the quality of research publications, the Institutional Scorecard indicators for research now include monitoring the number of Scopus and Web of Science documents published by UJ researchers, as well as the number of institutional citations.

## RESEARCH PERFORMANCE

### ***Accredited research output***

There has been a steady increase in accredited research publications since 2008. The University currently ranks among the Top 6 residential universities in terms of accredited research outputs, contributing a notable 7% of national research outputs.

Once again there was an increase in the units awarded, with the University's overall publications output increasing by 2.7% (23.5 units) from 2012 to 2013.

**Table 30: Accredited research output units from 2009 to 2012**

Year	Books/Chapters	Proceedings	Journals	Total
2009	12.13	42.05	412.64	466.82
2010	22.61	72.54	515.75	610.90
2011	75.88	86.97	637.99	774.83
2012	31.36	103.91	738.64	873.91
2013	58.8	182.5	656.1	897.42

### ***Active researchers***

Generally, staff with master's or doctoral qualifications drive research in an institution. At UJ, there are consistent initiatives to encourage staff to obtain master's or doctoral qualifications in order to enhance the quality of teaching and to increase the pool of active researchers. Active researchers are defined as those who are involved in publishing accredited research outputs. Based on the accredited research publications submitted for 2013, there are over 751 active researchers at UJ compared to 647 in the previous year. More staff are publishing, and, given the lucrative institutional incentives for publishing, there has been a substantial increase in the number of active researchers. The University has clear policies for incentivising publications in accredited journals.

### ***Number of NRF-rated researchers***

The NRF operates a researcher evaluation and rating system to promote research excellence and grow the country's research capacity. South African universities have used the number of rated researchers affiliated to

the institution as a measure of the institution's capability to conduct quality research, as well as to position themselves as research-intensive institutions. The ratings are based on the quality and impact of recent research outputs, over an eight-year period. The rating process takes place through a set of specialist panels (national and international reviewers), according to a hierarchical system.

UJ's strategy for identifying new potential applicants for rating and helping researchers to move from a lower rating to a higher one is yielding good results: as on 31 December 2014, the University had 142 rated researchers, up from 133 at the end of the previous year. The increase in the number of rated researchers is mainly attributable to new ratings rather than to new staff joining the University. Also of significance is the gain in the number of B- and C-rated researchers.

**Table 31: Number of NRF-rated researchers**

Rating Category							
YEAR	A	B	C	P	Y	L	TOTAL
2010	5	20	52	1	10	2	90
2011	5	21	57	1	14	1	99
2012	5	24	66	1	19	0	115
2013	6	28	72	1	26	0	133
2014	6	32	77	1	26	0	142

### ***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 has been awarded seven research chairs in:

- Education and Care in Childhood (Faculty of Education);
- African Diplomacy and Foreign Policy (Faculty of Humanities);
- Social Change (Faculty of Humanities);
- International Law (Faculty of Law);
- Geometallurgy (Faculty of Science);
- Indigenous Plant Use (Faculty of Science);
- Nanotechnology for Water (Faculty of Science).

## **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 25 research centres in total, some within the faculties and others stand-alone entities.

**Table 32: Research centre facilities**

Research Centre	Research Area	Faculty
<b>Visual Identities in Art and Design</b>	Identity construction in contemporary and historical contexts – visual practice, visual representation and culture in the post-apartheid South African context	Art, Design and Architecture
<b>Education Practice Research</b>	Education practice – ecologies of practice focusing on teacher development and early childhood development	Education
<b>Education Rights and Transformation</b>	Education rights and transformation	Education

<b>Centre for Composite Materials</b>	Use of composite materials in two specific areas, i.e. the development of the UJ solar car, as well as the development of low-cost multicomponent materials for use in a variety of structural applications	Engineering and the Built Environment
<b>Telecommunications</b>	Information theory focusing on channel coding in digital telecommunications and power electronics	Engineering and the Built Environment
<b>Hypervision</b>	Large scale computing problems in engineering – image processing and computer vision	Engineering and the Built Environment
<b>Mineral Processing and Technology</b>	Mineral processing – metal extraction, metal refining and minerals value-add	Engineering and the Built Environment
<b>Sustainable Energy Technology Testing and Research Centre</b>	Sustainable energy technologies	Engineering and the Built Environment
<b>Photonics</b>	Basic and applied research in photonics – fibre lasers and fibre sensors	Engineering and the Built Environment
<b>Anthropological Research</b>	Socio-cultural and biological anthropology – human origins, urban anthropology and indigenous knowledge	Humanities
<b>Social Development in Africa</b>	Social development and developmental welfare	Humanities
<b>Sociological Research</b>	Social inequality and political conflict – sociology of no-work, sociology of law and sociology of sport	Humanities
<b>Centre for the Study of Democracy</b>	Deepening the understanding of democracy and its challenges, intellectual and practical, in the academic community and the society	Humanities
<b>Laser Research</b>	Wound healing, photodynamic cancer therapy and stem cell therapy	Health Sciences
<b>Water and Health Research Centre</b>	Relationship between water and human health – focus on improved general health and access to safe water and improved domestic hygiene and sanitation	Health Sciences
<b>South African Accountancy History Centre</b>	Accountancy history with specific reference to the accounting profession, accounting regulations, accounting and audit practice, governance, accounting education and tax history	Financial and Economic Sciences
<b>South African Institute for Advanced Constitutional, Public and Human Rights</b>	Constitutional, public and international law focusing on socio-economic rights and business and human rights	Law
<b>Institute of Transport and Logistics Studies</b>	Transport, logistics and supply chain management	Management
<b>Centre for Work Performance</b>	Methodological aspects of cross-cultural research in people management, capacity building in research methodology in people-management research and administration of postgraduate research processes in the Department of Industrial Psychology and People Management (IPPM), as well as the oversight of the research programmes	Management
<b>Centre for Information and Knowledge Management</b>	Information and knowledge management with focus on competitive Intelligence	Management

<b>Catalysis Research</b>	Homogeneous catalysis, strongly underpinned by organic and organo-metallic synthesis, especially of new classes of ligands and catalyst precursors	Science
<b>Paleoproterozoic Mineralisation</b>	Precambrian paleoenvironmental evolution	Science
<b>Nanomaterials Science</b>	Synthesis, functionalisation, characterisation and application of various nanomaterials to energy, water, catalysis and materials applications – focus on carbon-based materials, such as carbon nanotubes, nanofibres, and nanospheres, including carbides and organic polymer-based materials	Science
<b>Plant DNA-barcoding</b>	DNA technology for biodiversity science	Science
<b>Centre for Competition, Regulation and Economic Development</b>	Competition economics, analysis of economic regulation, regional integration and economic development	Non-faculty

Some centres are funded jointly by the University Research Committee (URC) 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 focus on impact and on attracting external funding, thereby reducing financial dependency on the URC.

The centres are funded in three-year cycles with a total budget of R12 million per annum.

## THE POSTGRADUATE CENTRE

The Postgraduate Centre (PGC) aims to deliver on the following key strategic postgraduate areas: student enrolments, throughput and creating an enabling postgraduate studies environment.

A positive improvement in postgraduate enrolments and graduations has been noted from 2010. In 2014, the total number of postgraduate students, including other postgraduate students, was 6,998. The total number of master's, doctoral and honours students totalled 6 024. Postgraduate output increased by 5.27%, and the number of postgraduate graduations (of students registered in 2013) was 2 658. An important institutional goal is to reduce the time taken to complete postgraduate degrees, and various initiatives are in place to address this.

In 2014, the University had 144 postdoctoral research fellowships, increasing from 116 in 2013. The majority of these were in the Faculties of Science and Humanities and about 30% of them were funded by the NRF. The recruitment of postdoctoral fellows remains a high priority at UJ as the University has committed additional funding for postdoctoral fellows.

The Postgraduate Funding Section (PFS), allocated over R67 518 500 to students in bursaries and scholarships, increasing its allocations by 15% from 2013. The PFS also rolled out the institution's prestigious Global Excellence and Stature Programme, in relation to funding for postdoctoral fellows and master's and doctoral students.

2014 continued to be an exciting year for the Research Capacity Development (RCD) section of the PGC, which organised a wide range of events, including training and support workshops and seminars and symposia for both staff and postgraduate students. Over 1 000 participants were recorded. RCD is also, through partnerships with leading local and international experts, developing the first Diploma in Postgraduate Supervision to be offered through a higher education institution in South Africa. Supervisor training continues to receive dedicated attention as an urgent institutional priority, and regular training activities took place. The Department of Higher Education and Training (DHET), after a rigorous audit of expenditure of the Research Development Grant (RDG) in 2013, approved a three-year grant from 2014 to 2017 of R23 million. This will contribute significantly to supporting staff and student training activities.

The Postgraduate Student Association continues to be active, creating an academic and social postgraduate student community to provide students with opportunities to network with researchers and industry.



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

- assistance with regard 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.

## TRANSFORMATION AND ENABLING RESEARCH ENVIRONMENT

The research-related Vice-Chancellor's Distinguished Award for Outstanding Researcher of the Year was awarded to Prof. Hendrik Ferreira, The Vice-Chancellor's Distinguished Award for the Most Promising Emerging Researcher of the Year was awarded to Prof. Kalala Jalama and the Vice-Chancellor's Innovator of the Year was Prof. Esther Akinlabi.

## SUSTAINABILITY

UJ continues to build on its ongoing commitment to being 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 accounted for 38% of total research expenditure while external income accounted for 62% research expenditure. In the previous year the figures were 40% and 60% respectively. Overall, total research expenditure increased to R153 million compared with R138.85 million last year. Strategies are in place and are implemented to grow the external income component to reduce the dependency on the University. Going forward, all the research centres will be measured against their capabilities to generate external income.

In 2014, the University's internal research budget was R61.47 million. External research income is broadly divided into the NRF funds and other external funds. External income from the NRF increased by 65% from R52.14 million to R86.21 million. This increase was also as a result of improved expenditure of our grant funding from the NRF.

**Table 33: Total research expenditure for the years 2009 to 2013**

<b>Fund/grant</b>	<b>2010 (R, mil)</b>	<b>2011 (R, mil)</b>	<b>2012 (R, mil)</b>	<b>2013 (R, mil)</b>	<b>2014 (R, mil)</b>
<b>Internal funds</b>	52.25	57.07	55.15	58.28	61.47
<b>NRF</b>	34.36	49.07	40.10	52.14	86.21
<b>Other external</b>	12.44	30.9	43.60	42.59	22.80
<b>Total</b>	<b>99.05</b>	<b>137.08</b>	<b>138.85</b>	<b>153.02</b>	<b>170.48</b>

### ***Environmental stewardship***

Through its various faculties, UJ makes an outstanding contribution to the public and society in a number of fields. In doing so, 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 the 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, as well as in industrial psychology and people management.

Ethical integrity and social responsibility are core principles of the manner in which the University conducts its research. The faculty research ethics committees ensure 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 University continues to nurture its existing national and international partnerships with various national private and public institutions, and with institutions in the rest of the African continent, Europe, North America, Brazil, India and China.

### ***Human resources and skills development sustainability***

The University recognises the challenges of maintaining stable research capacity. In order to address the potential reduction in 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 researchers. The programmes specifically focus on research development and on staff qualification improvement to obtain higher degrees and qualifications. In addition, UJ actively participates in the NRF Thuthuka Programme that is intended to support emerging researchers.

Furthermore with a shortage of postgraduate students nationally, particularly in technical and engineering disciplines, it 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 offers special bursaries and scholarships to assist with sourcing and developing bright young minds in order to mitigate this national concern.

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. Over the years, the Research Office has performed targeted recruitment of research professors, coupled with effective key performance indicators encompassing research outputs, the number of postgraduate students, external research income, and human-capacity development.

## **CONCLUSION AND WAY FORWARD**

The University will continue to nurture and enhance its research excellence through a set of well-defined indicators to enable the UJ to drive vigorously towards its 2025 vision of global excellence and stature. In the coming years, the aim is to remain within the Top 6 national universities in terms of accredited research outputs while simultaneously focusing on the quality (citations and impact) of our research. It is also a considered approach to support emerging researchers, especially those in areas identified for potential growth.

UJ will continue to invest in its strongest strategic research areas, and to develop them to international standing within a short period of time. The PGC will continue to enhance the quality and quantity of its postgraduate training and support, with an emphasis on improving enrolments, throughput rates and graduate output rates at both master's and doctoral levels. In addition, the PGC will enhance its service and delivery functions through research in Interdisciplinary Studies, monitoring and benchmarking.



**Mandla Msibi (Dr)**

Executive Director: Research and Postgraduate Studies



**Tshilidzi Marwala (Prof.)**

Deputy Vice-Chancellor: Research, Postgraduate Studies, and Library and Information Centre

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# COMMUNITY ENGAGEMENT

## OVERVIEW

UJ's commitment to community engagement is embedded in its mission to serve humanity. UJ's four values are imagination, conversation, regeneration and ethical foundation. One of the behaviours informing ethical foundation is participating in and helping the community (ubuntu), which is where Community Engagement's (CE's) sole purpose comes alive.

As such, the University, through its CE activities, makes a significant contribution to the social, economic and educational development of communities in Johannesburg, Gauteng, South Africa and to the wider society.

CE, in the form of service learning and community-based research, is a core academic function of the University that utilises UJ's teaching, learning and research competence to meaningfully impact the lives of others.

As catalyst and conduit for the positive change in our communities and the lives of our students, 2014 brought about a turning point in UJ's volunteer programme. In the programme, tremendous focus is given to imbue UJ students with attributes beyond academic success. Volunteerism teaches our students qualities that mark a true UJ graduate: work readiness, accountability, responsibility, critical thinking, empathy, diligence, leadership skills and responsible citizenry. Volunteerism allows our UJ graduates to be true leaders of the future; by giving back and building communities, they echo the promise of a better tomorrow.

The report below highlights the significant inroads CE made in the lives of our communities and students in 2014.

## OPERATING CONTEXT AND GOVERNANCE

The CE Section reports directly to the Executive Director (ED): Institutional Advancement. During monthly heads of section meetings, all Institutional Advancement section heads are appraised of CE matters and crosscutting opportunities are explored and implemented.

The CE Office also reports its activities and outcomes to the Community Engagement Advisory Board (CEAB), chaired by the Deputy Vice-Chancellor: Internationalisation, Institutional Advancement and Student Affairs. The Board is made up of senior academics, representatives of non-government organisations (NGOs) and communities, the UJ Student Representative Council and CE participatory divisions, as well as the ED: Institutional Advancement.

The CEAB is further divided into subcommittees, each fulfilling a role to assist CE efforts at the University.

*Subcommittee 1: Scope and Impact Assessment* – consists of reputable NGOs and is an audit of all projects and an impact study. An institutional database is kept with all UJ recognised, registered community engagement projects. While the CE Office is not responsible for the rollout of projects, it plays a significant role in assisting the faculties with their community engagement efforts and in marketing the University's community engagement policy and auditing projects. By year-end, the University was running 151 active community engagement projects.

*Subcommittee 2: Partnership Project Placements* – consists of the nine Faculty CE representatives, four external stakeholder partners and the UJ CE Manager. This subcommittee convenes twice a year. Community partners who have indicated that they would like to partner with the University are invited to come and present to this committee. According to the core business of the community partners, they are then provisionally placed within the suitable faculty. The faculty coordinator will then arrange for this community partner to meet with the relevant faculty departments to finalise the project placement.

### **Partnership project placements**

A total of six new projects were successfully placed within appropriate faculties in 2014.

**Table 34: External stakeholders placed within the faculties**

<b>Project Name</b>	<b>Faculty</b>	<b>Placement Date</b>
<b>Adopt a Child</b>	Education	14 May 2014
<b>PUSH – Persevering Until Something Happens</b>	Humanities	14 May 2014
<b>Khanyisa Psychoactive Plant Project</b>	Science	14 May 2014
<b>Doornkop Communal Property Association</b>	Engineering	26 September 2014
<b>Can Live Well</b>	Health Sciences	26 September 2014
<b>Tsela Ya Tshepo: HIV/AIDS Education Programme</b>	Health Sciences	26 September 2014

Partnership project placements is quite a cumbersome process and a request from the community partners to have this process reviewed will be discussed/tabled at the next CE Advisory Board meeting.

## **RISK MANAGEMENT**

During the reporting year the risks for CE were the following:

- Events: Events have a high risk. To mitigate any potential fall-out, all events are planned and executed with the assistance of Protection Services, Health and Safety and the Risk Manager.
- Health and safety: At the hospitals during Mandela Day, there were health risks due to lack of compliance with safety practices (e.g. removal of gloves and other protective gear). To mitigate this risk, all CE volunteers will receive training in health and safety practices.

## **STRATEGIC FOCUS, ACTIVITIES AND PERFORMANCE**

### **UJ Student Volunteer Champion Programme**

A major accomplishment in 2014 was the growth of the UJ Student Volunteer Champion Programme (SVCP). Through the SVPC, UJ takes its rightful place as a caring and engaged tertiary institution. In addition, UJ students become responsible citizens making lifelong contributions to their communities and the country.

The volunteerism is largely conducted with NGOs, non-profit organisations (NPOs) and CBOs, whose projects are registered with the University. Projects involve all nine faculties, staff and students. Through this programme, UJ student intellectual capital is shared with over 50 community-based projects in need.

During 2014, 8 514 volunteers, up from 7 151 volunteers in 2013, proactively gave their time and skills to communities. This number far exceeds the target of 7,000 set by the Management Executive Committee (MEC).

### **CE Tutoring Programme**

The CE Tutoring Programme was initiated in 2013. In the past two years hundreds of matriculants have received tutoring from UJ volunteer champions on Saturdays and during school holidays.

**Table 35: UJ student volunteer champions – campus breakdown**

<b>Campus</b>	<b>Number of Volunteers</b>
APK	2 823
APB	2 556
DFC	2 128
SWC	1 007
Total:	8 514

Volunteer champions from all four campuses sign up for this initiative and their commitment and passion spark the learners' enthusiasm, resulting in academic success.

Klipspruit High School in Eldorado Park was the first recipient of this learning assistance programme in 2013. In 2014, it was rolled out in Soweto at Fidelities High School. The partnership with the Gauteng Department of Education and UJ CE grew stronger with the increased pass rate, and more schools with low pass rates will be included in this programme in 2015.

### ***School Libraries Project***

Volunteer champions were very active in 2014 with revamping and establishing libraries at schools or community halls. Various book donations were collected from Rotary, publishers and closing book stores and taken to where the need was indicated.

In some instances students collected books from their own communities, family and friends and the University community was called upon to assist in this regard.

At the hospitals books were handed out to patients, who could either leave the book with the hospital or take it home. Two Diepsloot high schools' libraries were re-instituted, cleaned up, repaired and books were replaced.

### ***Tshwaranang Fridays***

On most Fridays in 2014, volunteer champions on all UJ campuses held information sessions about UJ CE and the volunteer programme, to act as ambassadors to fellow students. Dialogues, debates and debriefing sessions are open to all students and peer-to-peer engagements are instrumental in growing the number of students who participate in the Volunteer Champion Programme.

Twice a month, two campuses combine during these engagements to encourage comradery and the breaking of silos in UJ campuses. Whenever other activities involving musicians and promotion companies engage students at the student centres, UJ CE makes use of the opportunity to further highlight CE at the University.

### ***Leadership training seminars***

Two Volunteer Leadership Empowerment Seminars were held for the upliftment of the student volunteers. The first seminar in March 2014 was led by Dr David Molapo, successful businessman, pastor and teacher, who encourages young people to find their purpose in life. At the second seminar in October 2014, Mbali Mkhonto (President Convocation), Rendani Tshivula (current student), Bongani Zwane (Alumni) and Sabelo M nukwa (Alumni) were some of the speakers.

### ***Student showcase***

Established in 2009, the annual Showcase Competition, where student projects are presented to all students and interested staff, took place in October 2014. Residences, day houses, RAG, the SRC, societies, individual and self-owned or faculty student groups showcase their projects. To win, projects need to clearly address a social justice issue, contribute to sustainability and identify one or more of the Millennium Development Goals.

First place went to the Chess Master, a project that uses chess to teach discipline, problem-solving skills and how to deal with sociological and psychological problems. This game also improves learners' mental capacity and allows them to participate against other schools.

Second place was awarded to Rand a Shoe. This project has a fundraising element: R1 donations are collected and then the money is put together to buy school shoes for learners in disadvantaged communities. Third place was awarded to the Believers and Achievers Project, where a group of 14 students assist Grade 9 learners in rural schools to make the correct subject choices in order for them to be able to apply for tertiary education after Grade 12.

### **CE Roadshow**

In September 2014, as in preceding years, the UJ CE volunteer champions moved from campus to campus with student leaders and set up a mini-open day, with gazebos, umbrellas, banners, posters and promotional materials to inform students and staff about CE. Many students signed up during these four days. Faculty CE, as well as the key community partners for the year, who have continued to work with the volunteer champions, are advertised. Some of the leading external stakeholders include the Slovo Centre for Excellence (SCE), the Tirisano Foundation, the Together Action Group (TAG), the Tebogo Trust, and Art with Heart Africa (AWHA), Art for AIDS International and the ABZ Foundation.

### **UJ VC Imbizo – Volunteer Champion Day**

The UJ VC Imbizo is an activity where the majority of CE volunteers receive recognition. Over 900 students attended this event and students with a minimum of 20 hours community service (linked to our 20 years of democracy) received an acknowledgement letter for their community service hours delivered. Students with 50 hours and above received certificates of participation, and students above 100 hours received certificates, medals and gifts. Volunteer champions who end up in the Top 40 are then invited to the CE Recognition Awards with the staff and the community partners.

### **Community-based organisation (CBO) Forums**

UJ CE held four CBO Forums in 2014, one each term. In the first term, a total of 300 community stakeholders from across the four campuses attended the forum. The second forum was a training session which came about as a result of CE collaboration with Prof. Hanna Nel at the Faculty of Humanities. The session was facilitated by a visiting professor from England, Prof. Ian Bruce. Prof. Hanna also sponsored four NGO applications for the Certificate in Community Development Programme. The third-term forum was combined with a networking breakfast where NGOs with similar core business could liaise with one another. In the last forum, student volunteers also joined in to have discussions on the improvement of the programmes going forward. These sessions were facilitated by the CEAB external representatives, Cathy Seefort and Lorraine Cockrell.

### **Communicating CE activities**

One of the most important roles of CE is to actively promote and communicate CE activities at UJ. The first electronic *e-Engaged* newsletter from the Section was produced in November, with the first publication also being distributed in hard copy. CE was also actively promoted on the UJ website and in the media, including being featured in the *Business Day* CSI publication.

A significant communication strategy is underway for 2015 to further promote CE activities at the University and to encourage both internal and external stakeholders to join CE activities.

### **Nelson Mandela Day**

Through the institution-wide Mandela Day initiative, the CE Office continues to make a considerable impact on its surrounding communities. In 2014, a formal opening programme for Mandela Day was introduced for the first time. The event was attended by more than 1 000 participants, including staff, students and external partners.

In addition, approximately 2 000 volunteers gave more than 67 minutes of their time to the three hospitals surrounding UJ: Helen Joseph, Charlotte Maxeke, and Chris Hani Baragwanath. During the last four years, a

positive relationship with the three partner hospitals has been established and they now utilise student volunteer champions to improve their service delivery throughout the year. Clean-up campaigns at the Westdene Dam, Hursthill Park, Brixton Park, as well as the Kingston Frost Park, were also undertaken by staff and students..

CE was also awarded a Marketing, Advancement and Communication in Education (MACE) Merit Award for its Mandela Day activities.

### ***UJ Women in CE Empowerment Programme***

The UJ Women in CE Empowerment Programme (UJWICEEP) is an annual event and 2014 marked the sixth year of this much anticipated award function. The event was attended by 212 women from the nine faculties, external CE partners and female students from all campuses. Among the student representatives were student leaders from the SRC, RAG, residences, societies, day houses and student registered NGOs.

The keynote speaker was Prof. Debra Meyer who spoke about "Women as everyday leaders". The nine Empowered Women Ring presentations were made by UJ Jewellery Department Lecturer, Farieda Nazier. These rings pay homage to women who make a remarkable difference in communities. The ring recipients were:

- Dr Erna Bruwer (Faculty of Science)
- Ms Lorraine Cockrell (CEAB and NGO: Slovo Centre for Excellence)
- Mrs Portia Thekiso (Student Affairs: House Warden, Panorama Ladies Residence)
- Ms Sanpat Coetzee (Faculty of Health Science: UJ Sport)
- Ms Lungiswa Mvumvu (Charlotte Maxeke Hospital)
- Ms Neo Motswagai (Advancement: Arts and Culture)
- Mrs Lorna Fischer (NGO: PUSH)
- Mrs Vivienne Abrahams-Aliveriotis (NGO: Art with Heart Africa)
- Ms Roxanne Thompson (NGO: Own your Destiny)

### ***Faculty CE coordinators***

During the year, synergy and collaboration between CE and the faculties was further developed. All nine faculty CE coordinators were active and cooperated fully on all CE matters pertaining to their respective faculties. They provided full reports on faculty CE progress to the CEAB during all meetings. Divisional CE Coordinators will be included in 2015 to further bolster CE interaction with internal and external stakeholders.

### ***Faculty, student residence/society and divisional CE projects***

Faculties plan and implement community-based projects. The CE Section facilitates the placement, monitoring and evaluation of these projects and promotes best practice principles of project management. There are process guidelines on project registry and placement, quarterly reports and an annual Scope and Impact Study. During the year under review, 72 faculty-based CE projects were active.

Flagship projects were identified by the Faculty CE coordinators, as listed below:

- Faculty of Arts, Design and Architecture: Wood Stove Development for Rural Areas
- Faculty of Economic and Financial Sciences: UJ Community Club (TLC Orphanage Support)
- Faculty of Education: Reading Programme in Schools
- Faculty of Engineering and the Built Environment: Women In Engineering and the Built Environment
- Faculty of Health Sciences: Riverlea Community Project
- Faculty of Humanities: Sophiatown Project
- Faculty of Law: The Law Clinic
- Faculty of Management: Enactus, formerly Students In Free Enterprise (SIFE)
- Faculty of Science: Science Centre at the Soweto Campus

The CE Section also facilitates the placement, monitoring and evaluation of student CE projects. UJ students are passionate about uplifting lives in their surrounding communities and a total of 23 student society and 27 student residence projects were active in 2014.



During the year under review, nine projects were also active among the CE itself, the Division of Academic Development and Support and UJ Sport.

### **CE Recognition Awards**

For the last six years the annual CE Recognition Awards (CERA) have recognised champions in CE among academics, the leading volunteer champions and residence/society projects. In 2014, the event was attended by 207 academics, their external partners and invited students.

CERA reflects the successful relationships that have been fostered among people from different walks of life, and their valuable collaborations are enhanced by institutional recognition.

### **2014 to 2015 CERA winners**

#### **Student Category:**

#### **Best UJ CE Student Volunteer Champion 2014 to 2015: Thembi Ntsanwisi**

Thembi Ntsanwisi worked 376 hours (the highest number) in total on CE initiatives. He is in his third year of Environmental Health Studies, in the Faculty of Health Sciences at the Doornfontein Campus.

#### **Best UJ CE Project in Student Structures 2014 to 2015: UJ Chess Masters Society**

The Chess Masters project uses chess to teach discipline, problem-solving skills and how to deal with sociological and psychological problems.

#### **Faculty and Division Category:**

**Best UJ CE Project (1st Prize): Dr Pieter Els** from the Faculty of Health Sciences, for the Riverlea Project.

**Best UJ CE Project (2nd Prize): Prof. Natasha Erlank and Mr David Thelen** from the Faculty of Humanities, for the Sophiatown Project.

**Best UJ CE Project (3rd Prize): Mr Schalk van Heerden** for the multi-departmental project Futeco Park – Group O Esportivo De Manica in Manica, Mozambique.

## **EMPLOYEE PROFILE**

At year-end, Community Engagement had six staff members, five permanent and one temporary.

**Table 36: The demographic breakdown of CE staff at end 2014**

<b>Black Female</b>	<b>Black Male</b>	<b>Coloured Female</b>	<b>Coloured Male</b>	<b>White Female</b>	<b>White Male</b>	<b>Indian Female</b>	<b>Indian Male</b>
3	1 (temp)	1	0	0	0	0	1

## **STAKEHOLDER ENGAGEMENT**

Throughout 2014, the CE Section expanded and deepened its relationships with local communities and the NGOs and NPOs working in those communities. Through the section's outreach programme, it has also brought thousands of UJ students into close contact with the needs of these communities, and these relationships will endure long after these students leave the University.

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

### **Financial management**

**Table 37: Total budget and expenditure for Community Engagement**

<b>Total Budget for 2014</b>	
Total Budget for 2014:	R2 148 922.00
Total Spend for 2014:	R 2 034 364.00
<b>Underspend/Overspend 2014:</b>	<b>R 114 558</b>

## LEADERSHIP

Ernestine Meyer-Adams, Manager: Community Engagement, has served as the UJ representative on the executive of the South African Higher Education Community Engagement Forum (SAHECEF) and as the Chairperson of the Volunteer Working Group since 2009. In 2014 she was elected treasurer of this national body.

## CONCLUSION AND WAY FORWARD

The CE Office has made significant strides in enhancing the stature of UJ's institutional CE projects and specifically in inculcating the culture of giving and volunteerism among UJ students. The successful initiation and placement of six new projects within UJ faculties is also noteworthy. The first formal opening of Mandela Day was a phenomenal success. Mandela Day, the CERA awards and the UJ Women in CE Empowerment Programme will remain highlights on the CE annual calendar.

Going forward there are some high-priority suggestions that stakeholders can embrace to further uplift our communities and increase the CE footprint.

UJ as a higher education institution could become more involved in the service learning (SL) and community-based research (CBR) activities of CE. SL and CBR activities are considered part of the core academic function of the University. SL and CBR employ the knowledge capital and resources of UJ. The majority of projects provided by faculties are still focused on organised outreach instead of SL and CBR.

There is currently a tendency towards cross departmental and disciplinary research at higher education institutions; CE could be approached in a similar way. With more strategic focus, a faculty could potentially involve several departments and other faculties in the same project. This will harness their intellectual capital and limited resources collectively to make a larger and more sustainable impact.

Currently, CE is regarded as a third pillar, together with teaching and research. CE projects have the potential to increase research and learning if the projects are chosen strategically and CE is given more prominence at UJ. In 2015 focused effort will be given to increase the prominence of CE at the University.

Although the volunteerism programme is growing exponentially at UJ, more effort is needed to further embed the value of CE in the minds of students. To this end, 2015 will see closer collaboration with the student leadership to act as ambassadors for UJ CE.

In conclusion, UJ has made some significant strides in CE and impacted many communities and individuals. UJ has shown through many of its partnerships that it is a caring institution. More importantly, UJ is an engaged university and is addressing the needs of its external communities.



**Milcho Damianov (Mr)**  
Executive Director: Advancement



**Ihron Rensburg (Prof.)**  
Vice-Chancellor and Principal

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# FACULTY PERFORMANCE

## OVERVIEW AND GOVERNANCE

*The review reports of the nine faculties are reflected in alphabetical order in this section.*

The faculty board of each faculty is the statutory governing structure. 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 model, policy, strategy and material risks reflected in the Institutional Risk Register.

A handwritten signature in black ink, appearing to read 'Angina Parekh', with a horizontal line underneath the name.

**Angina Parekh (Prof.)**

Deputy Vice-Chancellor: Academic

# FACULTY OF ART, DESIGN AND ARCHITECTURE

## Introduction

The Faculty of Art, Design and Architecture (FADA) is committed to the notion that art, design and architecture can change the world. With a dynamic focus on creativity, collaboration, communication and critical thinking, we challenge our students in all the eight disciplines in the Faculty, and in both our graduate and undergraduate programmes, to expand their fields beyond the conventional boundaries in imagining the world they hope to have and to leave behind. We emphasise sustainability, relevance and an engagement with the real world in our programmes, and connect actively with the dynamism, creativity and diversity of Johannesburg in promoting new approaches to design education that support the University's vision of being an international university of choice, anchored in Africa and dynamically shaping the future. The Faculty has excellent facilities and staff, and both through its legacy in the old Witwatersrand Technikon and the dynamic changes that it has experienced in the past ten years, has a long-standing reputation for producing first-rate graduates that are well equipped to deal with the challenges of solving real-world problems.

The Faculty works closely with industry to ensure that its programmes remain relevant, and that students are well empowered to deal with the constant change that characterises the highly competitive world of the creative professions. Through its ever-growing networks of national and international linkages, the Faculty hosts an ongoing programme of national and international visitors to engage with students, staff and the public, as well offering increasing possibilities of student mobility, both in- and outbound. The Faculty also hosts an ever-changing roster of exhibitions, conferences and public events to promote our ethos.

Overall, the Faculty performed well in 2014 – a dip in its research output notwithstanding – while at the same time being responsive to the changing strategic imperatives of the University. The Faculty's performance in each of the strategic areas identified in 2014 is summarised below, and discussed more fully throughout the chapters of this report, with the final chapter providing a summative review and an indication of future planning.

## Strategic focus

Following the medium-term strategic plan outlined in the 2013 Annual Report, the Faculty focused in 2014 on five key areas, all underscored by the University's Strategic Objective Six: 'Fitness for Global Excellence and Stature'. These five focus areas were identified in 2013 as:

1. Development of a competitive Programmes and Qualifications Mix (PQM) and programme delivery (*devised from the UJ Strategic Objective Two: 'Excellence in Teaching and Learning'*);
2. Research and staff development (*devised from the UJ Strategic Objective One: 'Excellence in Research and Innovation'*);
3. Internationalisation (*devised from the UJ Strategic Objective Three: An International Profile for Global Excellence and Stature*);
4. Marketing, visibility and institutional culture (*devised from the UJ Strategic Objective Five: 'National and Global Reputation Management'*);
5. Transformation (*devised from the UJ Strategic Objective Four: An Enriching and Student-Friendly Learning and Living Experience*).

With the exception of its research output, which fell for the first time in three years (for reasons discussed more fully below), the Faculty made excellent progress in all these areas. In keeping with an initiative begun by the new Dean in 2013, in June 2014 all full-time staff, both academic and administrative, came together again for a second time as a group to discuss the Faculty's vision, mission and strategy in order to align these with the University's emerging 'Global Excellence and Stature' strategy. The focus of the discussion was on the notion of a value-led strategy, focusing on the University's four core values of Imagination, Regeneration, Conversation and an Ethical Foundation. The substance of this engagement and how it has informed the planning for 2015 and beyond is discussed more fully in the conclusion of this report.

## **Student Enrolment, Profile and Performance**

The Faculty continued to grow in 2014, with a total headcount of 1,309 full-time students enrolled in its programmes, an increase on the 1,257 headcount of 2013. In keeping with the Faculty's evolving Programme and Qualification Mix (PQM), which will see a shift to a majority of degree programmes over the next five years, there was an increase in the number of enrolments in undergraduate degrees, with a total headcount of 391 (up from 308 in 2013), with a concomitant drop to 857 enrolments in undergraduate diplomas (down from 901 in 2013). The total undergraduate enrolment in 2014 was 1,248 (up from 1,209 in 2013). In keeping with the strategic emphasis on growing our postgraduate programmes, the total postgraduate enrolment increased from 48 in 2013 to 61, boosted by the enrolment of twelve students in the new Honours programme in Graphic Design. The enrolment of one occasional student made up the final total enrolment of 1,310 students. International student enrolment remained relatively static at 43 students (a marginal increase from 39 in 2013).

The trend of increasing number of total enrolments of black students continued, rising from 55% in 2012 to 61% in 2013 and 66% in 2014. The number of first-time entering black African students (excluding transfer students) has also shown a steady increase over the same period, with the total enrolment of 253 students (or 56% of first-time entering students) in 2014 showing year-on-year growth from 177 (47%) in 2012 and 191 (48%) in 2013. There has been a concomitant drop in enrolments of white first-time entering students (excluding transfer students) over the same period – from 32.07% in 2012 to 29.3% in 2013, and 21.5% in 2014.

Overall, there has been a marked increase in enrolment in Master's programmes, from 20 students in 2009 to 47 in 2012, with a marginal increase to 48 in 2013 and 49 in 2014. A sharp rise is expected in 2015 with the introduction of the new 'Unit System' in Architecture, as well as the intake into the new MA Design programme.

The academic performance of students in the Faculty remains relatively constant at 86.4% in 2014, compared with 85.6% in 2013 and 87.5% in 2012. Overall first year success rates improved from 73.2% in 2013 to 76.2% in 2014, although this is still below the 79.8% achieved in 2012. First year black African success rates improved marginally from 72.8% in 2013 to 74.3% in 2014, but this is still somewhat lower than the 76.7% achieved in 2012. The overall performance of black African undergraduate students improved marginally to 80.4% in 2014 from 79.8 in 2013, bringing it closer to the 2012 level of 81.9%.

There were 251 undergraduate modules (including BTech) taught in the Faculty in 2014, with an overall success rate of 85.5%. Undergraduate module pass rates in all departments were generally above 65% with only 19 modules achieving a pass rate below 65%. There has also been a steady increase in graduation rates, with a total of 387 graduates being awarded their qualifications in 2014, compared to 348 in 2012 and 364 in 2013.

The Faculty continued to provide support to its students through ongoing initiatives such as the First Year Seminar; an extended system of tutors for first-year students and special assistance to at-risk students; the First Year Experience (FYE) programme; on-site writing tutors; and special recognition of students' achievements. Tutoring was successfully augmented by the deployment of additional tutors funded by the MEC strategic fund, as well as by the appointment of three Assistant Lecturers from the same fund. The Fashion Department hosted a Winter School that provided an additional learning opportunity for base knowledge, with a focus on group work and collaboration between first year groups. This enabled an additional assessment opportunity for students in order to boost their marks.

Where necessary, students were referred to appropriate support services. Given the perennial problem of difficulties with mastering the skills of academic writing, concerted efforts were made to encourage students to visit the Writing Centre once they had been referred there. Other initiatives aimed at curriculum enrichment included continuing the inter-disciplinary Green Design Week project; instituting a number of other interdisciplinary and collaborative projects; and promoting an ongoing roster of lectures and presentations both by members of staff and guest speakers from industry and academia, aimed at exposing students to wider socio-economic, environmental and cultural issues.

Students from the Faculty gained national and international recognition through their creative achievements during the year in the many awards and prizes they continued to garner in competitions. Some of the noteworthy national competitions in which FADA students featured prominently in 2014 included: The Corobrick Architectural Students' Awards; the Des Baker Architectural Awards; the Fuchs Foundation Award; the ArchiPRIX International Award; the Food Technology 2014 Student Competition; the Assegai Awards; the 35th Annual Loerie Awards; the IndiAfrica Poster Competition; the Cobra Tap Competition; the Association of Rotational Moulders of Southern Africa (ARMSA) and Plastics SA Student Design Competition 2014; the Eskom Lighting Competition; the Samsung Inspire Design Competition; the Caesarstone Competition; the Anglo Gold Auditions Competition; the Anglo American Plat Africa Awards; the Thuthuka Jewellery Awards; the Thami Mnyele Ekurhuleni Awards; the ABSA l'Atelier Awards; and the Sasol New Signatures Competition.

Students' interests were addressed at the FADA Student Forum and in Departmental Representatives' meetings. The Faculty's Top Achievers were celebrated at a gala dinner organized for students and their parents, and the Dean also hosted a lunch for the winners of the Green Week collaborative project.

## **Academic Programme and Curriculum Developments**

The introduction of a degree track, which is to be implemented across the Faculty over the next few years, continued to enjoy priority in terms of academic programme and curriculum development in 2014. The first cohort of BA Architecture students entered this programme in 2014, as did the first cohort of the BA Honours (Design) programme, available to students from the Departments of Graphic Design, Jewellery Design and Manufacture, and Fashion Design. The BA Design (Digital Media) received final approval from the HEQC and SAQA, and will be implemented in 2016. The HEQC also approved the MA Design, which will be offered for the first time in 2015. Submissions for degree programmes in Interior Design, Fashion Design and Visual Art, for implementation in 2016/17 were also approved by Senate, and referred to the HEQC. The BA Visual Art is being developed in such a way that it will enable students to do BA subjects in Humanities, while also making the History of Art component of the Visual Arts degree available to BA students in Humanities as a major. It is envisioned that this will in time lead to the development of a fully-fledged History of Art programme in the Faculty. Preparation for the submission of a PhD Design continued, and will be submitted for approval in 2015.

Prof Lesley Lokko from the Department of Architecture was awarded a Teaching Innovation Grant to facilitate the redesigning of the Department's Master's programme into a Unit System. When it is implemented in 2015 this will be the first time that this system, widely practiced in the United States, the United Kingdom and Asia, will be offered in Africa. The Unit System will help to establish the Department of Architecture as one of Africa's most innovative and relevant, and will capitalize on recent global interest in African cities by setting a new, dynamic agenda for architectural and urban discourses in and about Africa. It is also envisioned that it will strengthen the research culture within the Department by providing challenging, cross-disciplinary 'homes' within the Department for new, innovative forms of architectural research and speculation. There has been considerable interest in the Unit System both from other academic institutions and prospective students, and a sharp growth in enrolment into the Master's programme is anticipated in 2015.

As in previous years, the theme of citizenship was entrenched and evaluated as an integral component of identified modules in all undergraduate programmes in the Faculty. Other mechanisms to ensure the relevance of curricular 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 online learning facilities (in keeping

with the University-wide initiative to promote the use of handheld technology for teaching and learning); engagement with international benchmarks and precedents; and the ongoing completion of teaching and module evaluations conducted by the Centre for Professional Academic Staff Development (CPASD).

The Faculty's Teaching and Learning Forum, which in the past had foregrounded the unique characteristics of teaching and learning in the creative disciplines, reconsidered its scope and mandate under the leadership of Mr Brenden Gray. It has been reconceptualised as a community of practice, under the banner of STAND, or the Scholarly Teaching and Art, Architecture and Design Community, and hosts seminars focusing on the development of a community of lecturers who would seek to generate research and scholarship directly from their own teaching practices, while also supporting the Faculty's engagement with the University's FYE and newly implemented Senior Year Experience (SYE) initiatives.

## **Research and Creative Production**

Preliminary (unaudited) figures indicate that the 2014 research figures are somewhat below the excellent result of 45.74 subsidy units achieved in 2013, with a total of 33.02 units submitted for accreditation. The 2014 submissions comprised 16.5 units from journal articles (down from 20.5 in 2013), 8.85 conference proceeding units (up from 8.25 units in 2013), 6.4 book units (down from 11.41 in 2013), and 1.27 book chapter subsidy units (down from 1.4 in 2013). The lower-than-expected output is largely attributable to a slow movement of research work through the pipeline, and it is expected thus much of what was produced in 2014 will only appear in press in 2015.

Fellows associated with the Faculty Research Centre produced the bulk of the research output, with the Research Centre showing a return of 20.42 units in 2014, compared with 12.6 units being produced by full-time academic staff in the Faculty. The number of research-active, full-time academic staff – excluding Assistant Lecturers – increased marginally to 22 (or 46%) in 2014 (up from 19 (43%) in 2013 and 16 (40%) in 2012). This increase in the number of research-active staff is partly the consequence of a more liberal approach to supporting requests for funding from the Faculty Research Committee, and partly of a new strategy that seeks to create supportive environments and platforms across the Faculty's three focus areas – conventional research (supported by the Research Centre); scholarship of teaching and learning (supported by the STAND (the Scholarly Teaching and Art, Architecture and Design Community of Practice)); and design and technology-led research supported by the Design Society Development DESIS (Design for Social Innovation and Sustainability) network.

Prof Karen von Veh, an Art Historian and Associate Professor in the Department of Visual Art, received a C2 rating from the NRF, bringing to five the number of NRF-rated researchers in the Faculty in 2014, from four in 2013 (Professors Berman, Freschi, Osman and Schmahmann).

As befits a Faculty of Art, Design and Architecture, creative work continued to enjoy high priority amongst the artists, designers and architects on the academic staff. Three projects for the recognition of creative work as research underwent a peer review process and were successfully submitted to the FRC and subsequently to an ad hoc committee of the URC. Since 2013 the University has formally agreed to fund the subsidies payable to successful applicants from URC rather than Faculty funds. This is a significant step forward, and puts the University on a par with its peer institutions, while also increasing the subsidy amount payable to individual researchers. It is envisioned that this will serve as an incentive for the academic staff to submit their creative work to a peer review process.

As detailed in the Departmental reports, in addition to the projects that were officially recognised by the ad hoc committee of the URC, members of staff participated in numerous solo and group exhibitions (including exhibitions curated by staff members) nationally and internationally, and completed a number of design projects.

Other significant staff achievements included Prof Kim Berman (Visual Art) being invited to present the keynote address at the Arts Council of the African Studies Association (ACASA) triennial conference, held at the Brooklyn Museum in New York. Prof Lesley Lokko (Architecture) presented a keynote address on 'Architecture, Writing and Identity' at the 'Differences Beyond Recognition' conference held at the University of California, Berkeley, and was invited to present a public lecture on the theme of 'African Urbanism' at a BOZAR (Centre of Fine Arts, Brussels)

roundtable event funded by the European Union entitled 'Visionary Urban Africa'. Gordon Froud (Senior Lecturer, Visual Art), was invited to curate an exhibition entitled 'Twenty: Contemporary Art from South Africa' at the Appalachian State University in Boone, North Carolina, and Prof Karen von Veh (Visual Art) was invited to give a keynote address at the University of Rijeka, Croatia. Prof Freschi presented his professorial inaugural address entitled 'The Politics of Ornament: Articulations of Identity in South African Architecture, 1930-2010' in September.

The Research Centre, Visual Identities in Art and Design (VIAD), continued its programme of specialist conferences and colloquia. Principal amongst these was two-day Practice-Led Research (PLR) Writing Roundtable, which focused on the possibilities for writing using PLR approaches, with emphasis on how these approaches may be deployed by PLR practitioners working across the fields of art and design. The keynote speakers were Prof Nathaniel Stern (Peck School of the Arts, University of Wisconsin-Milwaukee) and Prof Keyan Thomasellit (editor-in-chief, *Critical Arts* and Director of the Centre for communication, Media and Society at the University of KwaZulu-Natal), and there were a number of national and international participants in addition to FADA academic staff.

In August, VIAD hosted an exhibition entitled *By the Rivers of Brminham: Vanley Burke*, a retrospective exhibition of 100 photographs by the British documentary photographer and cultural anthropologist, Vanley Bruke. Curated by the highly esteemed curator Prof Lynda Morris (University of Norwich), the exhibition documents the history of the African-Caribbean community in Birmingham, and particularly the area of Handsworth, from the late 1960s to 2011. A public programme of six events, which included panel discussions, film screenings, and a gallery walkabout with Vanley Burke, accompanied the exhibition.

The centre also hosted Prof Adam Haupt (Centre for Film and Media Studies, University of Cape Town), who presented a public lecture entitled 'Validating the Vernac: Cultural Expression, Scholarship and the Negated Sign of "Blackness"', which was followed by a panel discussion. A public lecture by the art historian, artist and arts writer Dr Ruth Rosengarten (a Research Association in the Centre) entitled '...And Death I think is No Parenthesis: On the Relationship between Loss and Memory in Contemporary Photographic Practice' was held at the FADA Gallery in July.

The Faculty Research Newsletter, under the editorial guidance of Prof Brenda Schmahmann, was published in digital format, with a range of contributions from academic staff focusing on their current and ongoing research.

Recognising the importance of the FADA Gallery to the public life of the Faculty, the Dean deployed Mr Eugene Hön (Senior Lecturer and former Dean of the Faculty) to take on the responsibility of Gallery Director. The subsequent development of a focused strategic plan heralds a new era for this in-house exhibition space. The vision of the gallery is to host innovative exhibitions, events and talks that promote cutting edge art and design, whilst embracing new technology through research and creative production.

Specialised curated exhibitions and planned events such as a film club, to be known as FADAFILM, will provide a creative platform to stimulate critical thinking and scholarship through contemporary art and design issues and practice. The VIAD Public programme accompanying 'By the Rivers of Birminam' saw the introduction of closer working relationship with staff and students in the participation of planned exhibitions and events. Exhibitions such as 'Design with the other 90%', accompanying the Cumulus conference, and 'Chroma 256', an international colour traveling exhibition curated by Kevin Todd (University of the Sunshine Coast, Australia), supported FADA's drive towards global excellence and stature.

The creation of a FADA Gallery blog and Facebook page expands our reach through social media in the communication and important documentation of planned activities from a marketing and a communication perspective. The optimum utilisation of resources and funding opportunities paves the way to broaden the scope of the FADA Gallery in support of a holistic cultural experience for students, staff and the art, design and architecture community in Johannesburg and beyond.

## **Community Service, Stakeholder Engagement, and Internationalisation**

The principles of community service and good citizenship remain an integral part of the Faculty's teaching programmes. As in previous years, students in all departments in the Faculty were required to participate in at least one community project during 2014.



The Faculty received a number of international researchers or academics from institutions in the United States, France, Australia, Germany, Dubai and India. In addition, there were a number of national collaborations with a variety of institutions, including the University of the Witwatersrand, the University of Cape Town, The Tshwane University of Technology, the Central University of Technology, the Cape Peninsula University of Technology, and the Greenside Design Center. Faculty staff was well represented on professional forums, with a number instances of leadership roles in national and international professional bodies, as well as service to the national academic community in the capacity of assessor, moderator and external examiner.

In September 2014 the Faculty, in collaboration with the Greenside Design Center, hosted the Cumulus Conference at the Faculty. Cumulus is the only global association to serve art and design education and research, and as such provides a forum for partnership, transfer of knowledge and best practices. Cumulus consists currently of 211 members from 48 countries, and FADA became a full member of the association in 2014. The conference, entitled 'Design with the Other 90%' ran over four days, and attracted 178 delegates from around the world (56% of which were international). FADA hosted Prof Joel Towers, Executive Dean of Parsons the New School of Design in New York City, as one of the keynote speakers. The conference proceedings have been acknowledged by the DHET, and papers by twelve FADA staff were accepted for publication.

In addition to becoming a member of Cumulus, FADA was also successful, under the leadership of Mr Angus Campbell (Senior Lecturer: Industrial Design) in securing the Johannesburg laboratory of the DESIS (Design for Social Innovation and Sustainability) network. This Lab, known as Design Society Development (DSD), is a multi-disciplinary community of practice that seeks to better understand how design can best serve the emerging needs of broader society. The DSD DESIS Lab includes participants from design, the social sciences, economics and the visual arts.

Other internationalization activities included visiting groups of students from the École Boulle School of Art and Design in Paris, who collaborated with a group of FADA students on multidisciplinary project, and a group from the School of the Museum of Fine Arts in Boston, who worked on a collaborative project with FADA Visual Arts students and members of the Artist's Proof Studios. Two Visual Arts Master's students participated in a two-week printmaking residency at the Veerle Rooms Foundation in Antwerp, while Dr Judy Peter (HOD: Jewellery Design and Manufacture) led a group of BTech students on a study trip to Croatia, where an exhibition of their work was held at the Design Museum in Zagreb.

The FADA Open Day and school visits succeeded both in providing information and counselling to prospective students, and in drawing learners, teachers and parents to the Faculty during the year. Industry stakeholders were invited by the Dean to a series of cocktail receptions hosted in the FADA Gallery during the exhibition of the FADA Student Showcase at the beginning of the year. As part of the strategic drive to build the Faculty's visibility and stature, the relationship with the Johannesburg Art Fair established by the Dean in 2013 continued in 2014.

In order both to promote the Faculty and to foster closer alignment with the University's values, the Dean continued the series of public lectures that began in 2013 in which prominent public intellectuals in the fields of art and design are invited to address the core values of the University as they relate to the creative disciplines. Under the leadership of Prof Brenda Schmahmann, two speakers were invited in 2014: In the first semester Willem Boshoff, a FADA alumnus and internationally-acclaimed artist, gave a lecture on the theme of 'Conversation' entitled 'Willem Boshoff – Conversation'. In the second semester, Prof Jane Duncan, Professor in the Department of Journalism, Film and Television and former Executive Director of the Freedom of Expression Institute, spoke to the theme of 'Ethical Foundation in a lecture entitled 'A Sense of History: Media, Academic and Artistic Freedom Two Decades into Democracy'. Both of these events were widely publicised and well attended, with the lectures later being podcast on the FADA website.

In this and other ways the Faculty ramped up its efforts to establish and entrench its presence and profile among all its stakeholders. All public events were publicised through various forms of media, including listings on the UJ and FADA websites and on external websites and social networks. The FADA Facebook page gained 1 916

subscribers (compared to 1,500 in 2013), while the FADA Twitter account became increasingly active, with 1,392 followers by the end of 2014 (compared to 900 followers at the end of 2013).

The informal INTERACT@FADA internal news email was sent to staff every month. In this way Faculty staff was kept informed of activities taking place within the Faculty and elsewhere in the University. In order better to promote internal communication, the Dean sent regular communiqués to all staff in the form of an email circular entitled 'From the Dean's Desk' in which he commented on strategic issues and celebrated individual and Faculty achievements. The vitrine installed in the foyer of the FADA building in 2013 continued to be used to promote the research and creative achievements of staff.

## **Resource Management**

The Faculty had a total of 74 permanent and full-time contract members of staff in 2014. This comprised 54 academic staff (up from 47 in 2013) and 20 administrative and support staff.

The academic staff comprised 3 Assistant Lecturers, 25 Lecturers, 18 Senior Lecturers, 7 Associate Professors and 1 Professor (excluding the Dean). The percentage of Associate Professors improved from 9% in 2013 to 13% in 2014, whilst the Senior Lecturer category decreased from 38% in 2013 to 33% in 2014. New appointments were made in Architecture (Prof Lesley Lokko, Associate Professor and Mr Tariq Toffah, Lecturer), Fashion Design (Ms Jacky Lucking and Ms Keneilwe Munyai, both at Lecturer level), and Multimedia (Mr Lukas Pater, Lecturer). Of the academic staff, 20.37% were from designated groups, 7.41% were foreign nationals, and 72.22% were white. Sixty-five per cent of non-academic staff members were from designated groups, and the Faculty Management Committee remained at 33% designated and 67% non-designated members.

The Faculty's programme of upgrading staff qualifications is nearly complete, with all full-time academic staff, with the exception of Ms Jacky Lucking (who will submit her Master's dissertation for examination early in 2015), holding a minimum of Master's qualification. The number of staff with doctorates increased to 11 (up from nine in 2013), or 21% of the academic staff, with Dr Thea Tselepis (Fashion Design) being awarded her doctorate in 2014, and Prof Lesley Lokko joining the Faculty in March 2014. It is anticipated that another two members of staff will complete their doctorates in 2015, with a significant number being engaged on their doctoral studies due for completion in the next two years. The Faculty also saw an increase in seniority, with Profs Deirdre Pretorius (HOD: Graphic Design) and Leora Farber (Director: Research Centre) being promoted from Senior Lecturer to Associate Professor.

The focus on training and development during the year was on capacity building in writing for publication, postgraduate study, postgraduate supervision, discipline-specific software applications, scholarship of teaching and learning, and leadership development. As regards the latter, Ms Neshane Harvey (Senior Lecturer: Fashion Design) attended a University-sponsored leadership training programme, and Ms Amanda Breytenbach (HOD: Interior Design) and Prof Brenda Schmahmann (Professor with Research Specialisation) were invited to participate in the Vice Chancellor's Leadership Development Programme, held partly at GIBS, and partly in Singapore. As noted above, a diversified strategy aimed at promoting different areas of research competence amongst academic staff was launched, and will be actively promoted in 2015 in order to address the need to grow research capacity and output.

The second phase of the upgrading of ventilation and temperature control in the building was completed, with a focus on teaching venues. While this has afforded some relief in parts of the building, problems with ventilation and temperature control persist, particularly in the staff offices and common rooms on the second floor of the building. This remains a source of frustration for staff and students alike.

The drive to encourage Faculty staff and students to be mindful of caring for the working environment continued. Campus maintenance and operations was ensured by means of monthly meetings with, and the ongoing reporting of matters requiring attention to, the office of the Campus Director. Initiatives in the areas of sustainability and energy efficiency were actively promoted, with the use of recycling bins and the continued move towards a paperless meeting environment throughout the Faculty.

The Faculty managed its financial expenditure within budget.

## **Governance and Quality Assurance**

All Departments have a variety of well-functioning quality assurance mechanisms in place. The Academic Planning and Quality Committee (APQC) continued to devote a great deal of time to ensuring that all new academic offerings met requisite standards. The APQC also dealt successfully with the review of re-admissions, F7 exclusions, and recommendations for granting credits and status before these matters served at Faculty Board. The Faculty Board and various other Faculty committees received positive evaluations.

Given the imminent introduction of degree programmes in the departments of Multimedia and Fashion Design, the scheduled review of these departments was deferred, and thus no Departmental reviews were held in 2014. Preparations began for the review of the Fashion Production Programme, which will remain a Diploma course, in 2015.

Student and academic data were well managed and Academic Administration maintained an excellent record. 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. High-risk areas continue to be the preparedness and attitude of entry-level students, the loss of prospective and preferred students, and the physical working environment. Appropriate actions were taken where possible in mitigating these risks. Areas of particular concern for departments remain the attraction of qualified staff, particularly from designated groups. While the completion of the second phase of the upgrading of the HVAC system in 2014 has brought considerable relief to teaching and public spaces in the building, as noted above issues of poor ventilation and temperature control in the staff offices continue to have a negative impact on the perception of the working environment. The lack of office space is also an area of concern, particularly as regards being able to accommodate visiting academics and post-doctoral research fellows. Given the rising stature of the Faculty and its ambition to attract increasing numbers of visiting researchers, professors and postdoctoral fellows, it is important that this is resolved. A master plan for the redesign of the building to create additional capacity was drawn up and submitted to the office of the Campus Director for approval.

Its disappointing research returns notwithstanding, the Faculty functioned at a high level of effectiveness in 2014, and indeed in many areas is going from strength to strength. It appears to be well positioned to realize its vision of becoming a leading centre of excellence in tertiary art and design education in Johannesburg, and a dynamic and active contributor to the University's ambitions to attaining global excellence and stature.

A handwritten signature in black ink, reading "Federico Freschi". The signature is fluid and cursive, with a large initial 'F' and 'F'.

**Federico Freschi (Prof.)**

Executive Dean: Faculty of Art, Design and Architecture

# FACULTY OF ECONOMIC AND FINANCIAL SCIENCES

It has been ten years since the inception of UJ and the Faculty of Economic and Financial Sciences (FEFS). Therefore this report, while focusing on the year 2014 and on recent trends, will also provide some comparisons, where appropriate, over the ten-year period.

## **Operating context and governance**

The Faculty consists of four departments which offer academic programmes in the fields of accountancy, economics and finance. Programmes range from undergraduate diplomas and degrees to postgraduate offerings at honours, master's and doctoral levels. Each academic department is managed by a head of department (HoD), supported by two deputy HoDs, programme coordinators and/or subject heads. The four HoDs, the Executive Dean, Vice Dean, Head of Faculty Administration (HFA), and Programme Advisor constitute the Faculty Management Committee which met once a month on average in 2014 to deal with strategic and operational matters.

The Faculty Board, comprising all permanent and contract academic staff members, met at least once a quarter in 2014 to consider matters relating to policy, processes and procedures regarding academic aspects in the Faculty. In addition, five Faculty Board sub-committees played an important role in facilitating and coordinating quality arrangements relating to academic aspects such as teaching, learning and assessment; higher degrees; research; ethics; and programme development.

## **Strategic thrusts, focus and targets/indicators**

The international review of FEFS, as part of a University-wide initiative, took centre stage in 2014 in requiring the Faculty to evaluate its strategic purpose and to gauge its national and global standing. The Peer Review Panel (PRP) consisted of high-profile individuals, generally from international renowned universities, with expertise in economics, accounting and finance. Soon after the review in August 2014, the Faculty engaged with its members on key aspects as contained in the Peer Review Report (PRR). Two key opportunities of engagement, a strategic workshop on 2 October 2014 and a Faculty Board meeting on 14 October 2014, provided members with the opportunity to debate and understand the perspectives of the different disciplines regarding 'excellence and stature'.

For the purpose of this summary, two points, considered crucial from a strategic perspective, will be highlighted. Firstly, the Peer Review Panel (PRP) identified what it termed to be a "principal opportunity" for the Faculty: "that UJ could, through the Faculty of Economic and Financial Science, by the distinctive clustering of the disciplines that comprise it, be recognised as the Pan-Africa educator in the financial services and regulation space." The Faculty appreciates this observation in that the three disciplines that comprise it do indeed have the intellectual coherence which has made the Faculty a leading provider of graduates for the financial services industry. Over the past decade, the Faculty has consciously branded itself a key provider in the academic space for financial education – which has long been confirmed by the performance of its students in the Board examinations.

Secondly, in light of the various observations made in the PRR and UJ's 2025 strategic objectives and aspiration for global excellence and stature, a working definition of stature was presented at the Faculty Board meeting of 14 October 2014: *Stature, within an academic context, is the attainment and maintenance of context-based (pre-)eminence among academic peers, and in civil and professional society.* The Faculty embraces this notion of stature and at the same time accepts that variations would exist in how pre-eminence is viewed and pursued in terms of teaching and scholarship over a contextual spectrum covering vocational training, profession-oriented education and traditional academic education.

Further discussions and strategic planning will take place in 2015 with the aim of setting clearly defined objectives, targets and plans, with particular attention to the Peer Review Report, the University's 2025 Strategic Plan and the global stature and excellence (GES) initiative.

## **Subsidised academic programmes**

### ***Enrolments***

Total enrolment in the Faculty has grown by just above 30% over the ten-year period from 8 348 in 2005 to 10 864 in 2014. This represents an unweighted annual growth in enrolment of close to 3% over the ten-year period (notwithstanding the variations over the years). It must also be noted that total enrolment went well above 11 000 in some years during the same period.

Notwithstanding this discernible growth over the decade and some downward revisions in enrolment targets, the Faculty is concerned about the fluctuations in enrolment in recent years, particularly the evident decline since 2013. Actual total enrolment dropped by 1.1% in 2013 and 4.4% in 2014. Moreover, the 2013 and 2014 actual total enrolments fell short of the planned targets by 1.6% and 4% respectively. In 2014 this shortfall is more pronounced at undergraduate level, with a drop of 5.1% relative to 2013, while postgraduate enrolment fell by less than 1%.

Initial indications for the drop in enrolment point firstly to financial difficulties experienced by both new and continuing students and secondly to the difficulty associated with attracting candidates to diploma programmes. It seems that candidates who eventually register for diploma programmes are by and large those who do not meet the admission requirements of regular degrees and not those who are attracted to diplomas in their own right. It is hoped that the introduction in 2015 of the new Diploma in Financial Operations Services in the place of the diplomas in Banking and Credit Management will address this issue to a significant extent. The development of the new diploma was based on much research and consultation with relevant key stakeholders. However, an immediate mind shift is not anticipated; rather it is expected that as the new diploma takes root it will gradually attract candidates based on its own merits.

The total enrolment for 2014 was close to 22% of the total enrolment of the University, a decline from the 24% in 2013. However, at 22% FEFS continued to be the largest faculty in terms of student numbers. Ten years ago, in 2005, FEFS accounted for 18% of UJ's total enrolment.

As far as student profile is concerned, a change from 2013 in terms of race reflected a rise in African enrolment from 84% to 85%, unchanged coloured and Indian enrolments at 2% and 5% respectively, and a drop in white enrolment from 8% to 7%. Ten years ago, the distribution was 59% African, 3% coloured, 8% Indian, and 31% white. It is evident that the change in profile (according to race) since 2005 is quite significant. While this shift in profile may be consistent with the demographic environment of the University, it is important to maintain diversity, and hence the Faculty remains committed to targeting all ethnic groups with its marketing initiatives. With regards to gender, the proportion of female students of total enrolment dropped from 54% in 2013 to 53% in 2014 – barely a change from the 52% recorded in 2005.

### ***Academic performance***

The Faculty is hitting the high notes with its undergraduate success rate (in terms of degree credits), at 85.9% in 2014 compared to 83.3% in 2013 and 74.4% in 2005. The Faculty's undergraduate success rate has been consistently above 80% for the last four years since 2011.

The fall in the average success rate for postgraduate programmes from 72.4% to 70.6%, was the net outcome of a marginal increase for honours programmes from 71.4% to 72.1%, a significant drop for master's programmes from 89.6% to 66%, as well as for doctoral programmes, from 59.1% to 33.5%. The Dean is in consultation with relevant heads of department on strategies to improve the performance of students in postgraduate programmes. It must be noted that the results for doctoral programmes will tend to fluctuate between extremes given the generally low intake of students and the longer duration of study. In 2005 the postgraduate success rate was 65.5%, but for the last four years, since 2011, it has remained consistently just above 70%.

The number of graduates in the Faculty increased by 2.8% from 2 863 in 2013 to 2 942 in 2014. The number of graduates recorded in 2005 was 1 613 and for the ten-year period as a whole, the Faculty produced 22 138 graduates. The graduation rate for undergraduate degree programmes increased from 20.1% in 2013 to 21.7% in 2014, as well as for undergraduate diploma (and certificate) programmes from 23.5% to 26.4%. The graduation rates recorded in 2005 for undergraduate degree and diploma programmes were 16.7% and 18.1% respectively. With regards to graduation rates for postgraduate programmes, there was a drop for honours programmes from 59% to 56.1%, a decline for master's programmes from 11.9% to 10.6%, and a drop for doctoral programmes from 12.5% to 8.1%.

The total graduation rate in the Faculty increased from 25.2% in 2013 to 26.5% in 2014. The graduation rate in 2005 was 19.3% and has been consistently above 20% and increasing for the last four years since 2011. The proportion of FEFS graduates relative to the University as a whole grew slightly from 24.7% to 25.9%; this figure was at 16% in 2005 but has been consistently above 20% and increasing for the last five years since 2010.

#### ***Impact of academic programmes as reflected in external achievements of FEFS students***

- In 2014 UJ graduates achieved a pass rate of 95% in the South African Institute of Chartered Accountants' (SAICA's) Initial Test of Competence (ITC), with two UJ candidates being placed in the Top 10. This performance is a clear case of pushing the boundaries of excellence when compared to the 90% pass rate achieved in 2013 and the 89% attained in 2005. In 2014 UJ also produced the highest number of successful black candidates among residential universities, accounting for 27% of African black candidates who passed the exam.
- A UJ student from the Department of Economics and Econometrics scooped first prize in the Old Mutual and Nedbank National Budget Speech Competition. He received his prize at a special banquet from the then Minister of Finance, Mr Pravin Gordhan.
- A team of UJ students from the Department of Finance and Investment Management won the 2014 local Chartered Institute of Financial Analysts (CFA) Institute Research Challenge.
- Three teams of students from the Department of Finance and Investment Management made it to the South African final of the Chartered Institute of Management Accountants (CIMA) Global Business Challenge 2014.

#### ***Non-subsidised academic programmes***

Departments have around 38 approved, non-subsidised programmes, of which 22 (excluding winter schools and pre/postdoctoral registrations) were presented in 2014. The total enrolment for these 22 programmes was 1 095 in 2014. Note that the enrolment for programmes which were attendance-based, with attendees not having to register on the UJ system, is not included in the reported figures. If the total enrolment of 532 in respect of winter schools and pre/postdoctoral registrations is taken into account, then the total enrolment in non-subsidised programmes amounted to 1 627 in 2014, reflecting a decrease of 2.4% relative to the enrolment of 1 667 in 2013.

The number and composition of non-subsidised programmes has changed over the years since 2005. However there has been a distinct growth in enrolment in such programmes over the last ten years from 1 053 in 2005 to 1 627 in 2014. This represents an unweighted annual growth in enrolment of close to 5% over the ten-year period.

Seven of all the non-subsidised programmes presented in 2014 were allocated result codes. Given the enrolment of 825 students in these programmes in 2014, the percentage of qualifying candidates was 41.8%, compared

to 37.8% in 2013 (notwithstanding variations in size and composition of such programmes over the two years). Total income generated from non-subsidised programmes amounted to approximately R13 million in 2014 compared to R10.9 million in 2013.

### **Research and scholarly activity**

Preliminary (submitted) subsidised publications in the Faculty amounted to 49 items, which translates to 39.79 units, comprising 37.45 journal article units, 0.66 book chapter units and 1.68 units for conference proceedings. This represents a 63.4% increase relative to 2013. This is an excellent turnaround for the Faculty given the previous two years of decline in accredited output. The Department of Economics and Econometrics accounted for the lion's share of the 2014 accredited output, at 72% of the total. When viewed over the ten-year period, notwithstanding fluctuations, there is very positive growth in the Faculty's accredited research output, starting from a modest five units in 2005 and growing to 39.79 units in 2014.

Apart from activity that resulted in accredited research output, staff members remain highly committed to scholarly activity. If subsidised output is excluded from the 327 items of activity reported by staff for 2014, 278 items spanned scholarly work in areas such as conferences, publications in non-accredited journals/media, non-subsidised books and research projects.

Measures in 2014 aimed at creating an environment that would stimulate research and scholarly activity included:

- appointment of a high-profile international scholar, a distinguished visiting professor;
- appointment of visiting professors (two international professors and one local);
- a public lectures programme: the Faculty hosted highly esteemed speakers in 2014, namely Malusi Gigaba (Minister of Home Affairs), Prof. Dominick Salvatore (Professor of Economics and Director of the PhD programme in Economics at Fordham University, New York), and T.K. Makwetu (Auditor-General of South Africa);
- an accredited journal (to engage with the broader research community);
- internal research funding, other incentives and various capacity development initiatives conducted particularly at departmental level;
- activities of the Faculty's three research/training centres: the Centre for Competition Regulation and Economic Development (CCRED), the Centre for Local Economic Development (CENLED), and the South African Accounting History Centre (SAAHC);
- the Fifth Biennial Value Conference hosted by the Faculty in 2014 with an attendance of 200 delegates and the presentation of 66 papers.

Other factors which enhance the research and scholarly environment of the Faculty include:

- The Department of Economics and Econometrics maintained its position as one of the Top 6 Departments of Economics in South Africa, according to the Research Papers in Economics (RePec) classification. This status has been further enhanced with the appointment of Prof. Luc Bauwens as Visiting Professor in the Department, as he is ranked fourth among scholars in South Africa according to RePec.
- In 2014 there were four National Research Foundation (NRF)-rated researchers in the Faculty, namely, Prof. Grietjie Verhoef, Prof. Alain Kabundi (who resigned with effect from the beginning of 2014, but was then appointed as a visiting professor), Prof. Coenrad Labuschagne and Prof. Fiona Tregenna. Prof. Tregenna was awarded an NRF B rating (B3) in 2014, making her one of just a few economists with a B rating in South Africa.

### **Community engagement**

Community engagement initiatives are driven primarily by the Faculty's departments. Departments maintained a reasonable degree of community involvement, with various projects undertaken in 2014. Community engagement projects are generally positioned in three areas, namely, educational outreach, transformation, and charity.

Projects relating to educational outreach, initiated by departments or by external organisations with which departments have been involved, included support for school learners and educators. Some key programmes here include: the Khula Weekend School (with De Beers Consolidated Mines Ltd) aimed at Commerce and

Science Grade 10, 11 and 12 learners and collaboration with the South African Foundation for Economic and Financial Education (SAFEFE) involving the training of teachers and learners in Economics.

Projects on transformation largely included capacity building initiatives aimed at bringing about greater equity in the areas of accounting and finance. Some important programmes here include the Equity Development Programme (involving SAICA's Thuthuka initiative), aimed at providing support for black students studying towards a CA qualification; the University Upliftment Project, whereby the Department of Accountancy provides academic leadership support to the Universities of Limpopo and Venda and has entered into an agreement to do likewise for the Polytechnic of Namibia; and the Old Mutual Investment Group of South Africa (OMIGSA) Imfundo Trust aimed at addressing the country's shortage of black investment professionals. Key projects relating to charity initiated by departments or external initiatives/organisations with which departments have been involved, included fundraising, collections and commitment of personal time by staff and students to various social activities.

### ***Stakeholder and other external engagements***

Departments in the Faculty continued to closely manage their relationships with various key stakeholders in 2014. Stakeholders and the nature and extent of engagement with them, correspond largely with the academic focus of the Faculty's departments.

With profession-oriented education being a significant component of the Faculty's academic product, relationships with local and international professional bodies and employers are managed with diligence. The Faculty, through individual staff members and/or its departments, has also developed various links with other organisations and regulatory bodies, education institutions and research entities. The Faculty has achieved greater visibility in 2014 through growing local and international affiliations in the areas of accountancy, finance and economics (see under Internationalisation below).

### ***Marketing and reputation management***

The Faculty participated in the following institutionally or externally organised activities in 2014, aimed at prospective undergraduate applicants: mini open days, school visits, Perfect Life expos, the Gordon Institute of Business Science (GIBS) Career Expo, King Edward School Career Expo, Othello Week, UJ's Orange Carpet event, and the Educators' Conference. More attention will be given in 2015 to the kind of marketing activities that target prospective postgraduate applicants, particularly international candidates.

The Faculty (inclusive of its departments) also engaged in various initiatives of its own aimed at both marketing and reputation management. Activities in 2014, either initiated by the Faculty or externally initiated and in which the Faculty participated, included the following: the seventh issue of its internal magazine (*FACE*), the development of a range of marketing materials, updating of the Faculty web pages on the UJ website, three public lectures and co-hosting of the UJ-Beeld Youth Conference 2014. A new marketing coordinator was appointed in 2014, who is exploring possibilities of more actively engaging with students and other stakeholders through popular social networking platforms. The Faculty's four departments also engaged in their own discipline-specific marketing activities.

### ***Internationalisation***

There are four core dimensions to the Faculty's international profile, namely, academic programmes, international affiliations, students and staff. With regards to academic programmes, many of the qualifications offered by the Faculty are accredited or recognised by international professional bodies/councils such as the Chartered Institute of Management Accountants (CIMA), the Financial Planning Institute (FPI) of Southern Africa, the Chartered Financial Analyst (CFA) Institute, the Association of Accounting Technicians (AAT) and the International Economic Development Council (IEDC). Discussions on accreditation with other international bodies, such as the Association of Chartered Certified Accountants (ACCA) and the Chartered Institute for Securities and Investments (CISI) have also commenced. Although SAICA is a national professional body, an international dimension exists



by virtue of the reciprocity agreements between SAICA and several foreign professional accounting bodies which allow South African candidates qualifying as chartered accountants to work in various other countries.

As far as international affiliations are concerned, the Faculty has collaboration agreements with the Centre for Operations Research and Econometrics (CORE) in Belgium, the South Western University of Finance and Economics (SWUFE) in China, the African Institute for Economic Development and Planning (IDEP), and the Association for Corporate Treasurers in Southern Africa (ACTSA). Heads of department have also been requested to explore possible opportunities for collaboration arising out of UJ's membership of the Universitas 21 (U21). The Executive Dean, Prof. Amanda Dempsey, is a committee member of the Consultative Advisory Group (CAG) of the International Accounting Education Standard Board (IAESB) of the International Federation of Accountants (IFAC).

FEFS enrolment of international students was at 4.2% of total enrolment, compared to 2.3% ten years ago. The international enrolment ratio in respect of postgraduate enrolment in 2014 was 10.5%, compared to 3.8% in 2005, while for undergraduate enrolment it was 3.3%, compared to 2.2% for the same years. The proportion of international enrolment has been relatively stagnant over recent years. Measures are being undertaken to recruit more international students, particularly for postgraduate programmes. For example, a staff member from the Department of Economics and Econometrics visited the Democratic Republic of Congo (DRC) in 2014 to recruit students for master's programmes in 2015, and in order to ease the selection process, he conducted classes and entrances tests in the DRC. Such initiatives will in future be extended to other African countries and broadened to include other departments.

International academic staff in 2014 accounted for 9% of total permanent and contract staff (15 out of 166), compared to 6.9% in 2013. Ten years ago, in 2005, international staff accounted for just 2.8% of total permanent and contract staff (3 out of 109).

## ***Resource management and sustainability***

### **Human resources management: academic staff**

Full-time permanent and contract academic staff totalled 166 by the end of the 2014 academic year, reflecting an increase of 15% relative to 2013. This increase must be viewed in context, taking into consideration the extent of recent past resignations which may tend to exaggerate the extent of appointments from the end of one year to the end of the next, as well as increases in contract appointments due to the introduction of assistant lecturers. When viewed over the ten-year period, permanent and contract staff grew by 52% from 109 in 2005 to 166 in 2014. At the same time total student enrolment had grown by 30% from 8 348 to 10 864 over that same period. The higher growth in the staff complement was needed, given the teaching capacity constraints experienced in the early years. While the student-staff ratio may still be considered high, the increased appointments over the years have eased the burden on staff.

With regards to equity, despite the ongoing challenge the Faculty faces in attracting and/or retaining qualified black academics, together with the significant turnover in staff, it still managed to increase the share of permanent and contract black academic staff members from 34% in 2013 to 38.6% in 2014. In 2005, the ratio of black staff stood at 23.9%.

There were ten resignations in 2014, of which 40% were black staff. There were 32 appointments in 2014, of which 59.4% were black staff and 15.6% were international (mainly from Africa). Female staff members accounted for 51.8% in 2014 compared to 49.3% in 2013. Interestingly, the ratio of female staff members stood at 67.9% in 2005. The Faculty Management Committee consisted of five white, one international and two black members, implying an unchanged equity ratio of 25% in 2014.

The proportion of staff with qualifications below master's degrees decreased slightly from 34.7% in 2013 to 34.3% in 2014. The fall in percentage was limited mainly due to additional appointments of staff with required professional credentials, but without master's qualifications, as well as the appointment of assistant lecturers (studying towards a master's degree). Although the proportion of staff with master's degrees (as the highest

qualification) dropped from 50.7% in 2013 to 49.4% in 2014, there was an increase in terms of actual numbers from 73 to 82. There was also a slight improvement in the ratio of staff with doctoral qualifications, from 14.6% in 2013 to 16.3% in 2014. Seven staff members (J. Wessels, D. de Villiers, P. Snyman, M. Mouton, L. van Heerden, R. Andrew and I. Baigrie) completed their master's qualifications in 2014 and two (J. Viljoen, M. Bornman) completed their doctoral qualifications.

When viewed over the ten-year period from 2005 to 2014, the number of staff with doctoral qualifications increased from 18 to 27, those with master's degrees as the highest qualification increased from 10 to 82 and those with qualifications below master's degrees fell from 81 to 57.

The distribution in terms of academic posts in 2014 was as follows: eight assistant lecturers, 60 lecturers, 81 senior lecturers, seven associate professors and ten professors. The limited share of staff at professorial level (10.2%) imposes a major constraint on the capacity of the Faculty to provide supervision for postgraduate research, particularly at doctoral level.

Some special achievements by staff in 2014 include:

- C. le Roux from the Department of Finance and Investment Management won the Best Paper Award at the Second International Conference on Economics, Finance and Management Outlooks held in Kuala Lumpur, Malaysia on 20 and 21 December 2014 for her paper entitled: "Predictive relationships between metal commodities and the FTSE/JSE Top 40 Index";
- As mentioned above, Prof. F Tregenna from the Department of Economics and Econometrics was awarded an NRF B rating (B3) in 2014;
- J. Mahabir from the Department of Economics and Econometrics won the prestigious national award, the Founders Medal, from the Economics Society of South Africa (ESSA) for the best master's dissertation in South Africa.

#### **Human resources management: administrative staff**

Full-time administrative staff, comprising both permanent and contract employees totalled 30.5 in 2014, down from 33 in 2013 (due to resignations). With regards to equity, black employees represented 55.7% (17) of all permanent and contract staff and female members accounted for 82%.

#### **Financial management**

The total budget allocation for the Faculty in 2014 was approximately R148.8 million, representing an increase of 7.5% on the 2013 budget of R138.5 million. In 2014, 97.1% of the budget was utilised, the same as in 2013.

In 2005 the Faculty's budget was just over R60 million, implying that the allocation grew at an unweighted nominal annual growth rate of about 10.6% over the ten-year period. This was clearly above the average inflation rate, and was necessary to address prevailing and growing teaching capacity constraints, given the appointments of additional staff members.

#### **Risks and management of risks**

The Faculty identified 23 key risks in 2014. In some cases risks were recognised in 2014 and were still in the process of being rated by the end of the year. In most instances, the perceived effectiveness of mitigation strategies resulted in significantly lower residual risk assessments. However there were still some cases for which the residual risks ratings remained medium to high despite the intended adoption of specific controls. These are provided below with the risk assessments before and after controls indicated within brackets:

- Ineffective academic leadership in certain disciplines (20, 12);
- Enrolment management not successful (20, 20);
- Inability to effectively implement teaching, learning and assessment strategies – throughput and student experience compromised (16, 12);
- Insufficient accredited research output – total and per capita (15, 12);
- Security and safety of staff and students (16, 16);
- Student experience not good (or UJ not preferred) compared to competitor offerings (16, 12).

Generally the root causes and potential consequences of risks were identified and evaluated in terms of their significance to each risk, and the extent to which mitigating strategies would be effective in reducing the risk. However, the above risks remain a concern to the Faculty and will be monitored very closely. The risks will be reviewed in 2015 in terms of their persistence, the effectiveness of mitigation measures and the identification of new strategies.

### ***Environmental sustainability***

The core academic activities of the Faculty do not directly impact the environment. However the Faculty fully aligns itself with the institution's goals regarding the environment and embraces the campaign to re-use, reduce and recycle. FEFS continued (as in the past) to encourage certain practices that are considered important for sustaining the environment: the use of laptops during meetings, thereby minimising the use of paper; using ULink as a means of engagement with students; recycling facilities for used paper; and avoiding unnecessary usage of lights and air conditioners.

### ***Leadership***

Academic leadership in the Faculty is essentially provided by the Executive Dean, Vice Dean and the heads of the four departments. The Executive Dean contributes to the institutional leadership through her role as a member of the University's Executive Leadership Group (ELG) Senex, Senate, and various other committees and structures. She is supported by the Vice Dean, who also participates in various committees and structures that are expected to provide leadership in different sub-environments of the University. The Executive Dean and members of her leadership team play significant leadership roles outside of the University in various structures involving government, business, related professions, and the broader academic community.

### ***Conclusion and way forward***

Over the past ten years FEFS has undoubtedly grown in terms of size, scope and stature, and has carved for itself a widely acknowledged niche in the academic space for financial education. Given such advancements, the Peer Review Report, arising from the high-level Faculty Review conducted in August 2014, has now identified what it termed to be a "principal opportunity" for the Faculty: "that UJ could, through the Faculty of Economic and Financial Science, by the distinctive clustering of the disciplines that comprise it, be recognised as the Pan-Africa educator in the financial services and regulation space."

This has provided an excellent opportunity for the Faculty to reflect on its prevailing academic position nationally and internationally, in terms of the pivotal role it could play for critical thought and advancement in the practice of accounting, finance and economics in Africa and beyond, which would bring global recognition. Important strategic discussions have already taken place. The next step will be the development of a well-articulated and coherent strategic plan with realistic actions and timeframes, taking into consideration the prevailing dynamics within the Faculty and building on its previous achievements. This will be undertaken in 2015.



**Amanda Dempsey (Prof.)**

Executive Dean: Faculty of Economic and Financial Sciences

# FACULTY OF EDUCATION

In 2014 the Faculty of Education continued to enhance its reputation as an engaged and dynamic Faculty pursuing excellence in teaching and learning, research, and community engagement. Education as a field of study at UJ was ranked in the QS World University rankings as one of the Top 200 education programmes in the world and one of the Top 5 in South Africa. The rankings take into account global academic reputation, reputation among employers, and research output. This achievement shows that employers of our teacher graduates rate the quality of teachers that come out of the UJ stable highly. The ranking also shows a good balance between the Faculty's reputation in the international academic community and high quality research output.

## **STRATEGIC DIRECTION OF THE FACULTY**

The Faculty Strategic Committee met three times during 2014. This committee serves to broaden leadership beyond the Faculty Executive Committee and it serves as an advisory committee to the Executive Dean, focusing mainly on strategic matters. The focus of the meetings in 2014 was mainly to formulate Faculty strategic priorities for 2014 to 2017 which were anchored in the strategic goal of global excellence and stature. These priorities include broadening the Faculty's international footprint and examining the possibility of offering selected postgraduate programmes online. A specific initiative related to the global excellence and stature drive was the appointment of visiting professors and distinguished visiting professors.

The following visiting professors were appointed in 2014:

- Prof. Harm Tilema, University of Leiden;
- Prof. Kevin Downing, City University of Hong Kong;
- Prof. Jari Lavonen, University of Helsinki;
- Prof. Piro Aunio, University of Helsinki;
- Prof. Derrick Alridge, University of Virginia;
- Prof. Fouad Abd-El-Khalick, University of Illinois;
- Prof. A. Coudry, McGill University;
- Prof. L. Tikly, University of Bristol.

Two distinguished visiting professors were appointed – Prof. Annemarie Fritz-Stratmann (University of Duisberg-Essen) and Prof. Elias Mpofu (University of Sydney). In addition, the appointment of Prof. Catherine Snow (Harvard University) was approved.

Part of the Faculty's global excellence drive is to bolster the Faculty's flagship programme in childhood education. Two of the distinguished visiting professors, namely Prof. Annemarie Fritz-Stratmann and Prof. Catherine Snow, were appointed for this programme. The two visiting professors from the University of Helsinki are also working in childhood education and they are involved in two externally funded projects coordinated by the Centre of Education Practice Research (CEPR). This centre is affiliated to the Department of Childhood Education. In 2014 the Faculty was also able to attract substantial development funding related to childhood education's work with the University's teaching school, the Funda UJabule School.

## **OPERATING CONTEXT**

### ***Campuses***

The Faculty offers academic programmes on two campuses, namely the Soweto Campus (SWC), where the office of the Executive Dean is situated, and on the Auckland Park Kingsway Campus (APK). The Centre for Education Rights and Transformation (CERT), a research centre, is situated in the research village on the Auckland Park Bunting Road Campus (APB). In addition, in 2014 the Faculty continued to offer a degree programme in Foundation Phase Teaching at the Teacher Education Campus: Siyabuswa.

### ***Soweto Campus (SWC)***

Three academic departments are housed on the SWC, namely Educational Psychology, Education Leadership and Management and Childhood Education. The campus is also the home of the CEPR.

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. These programmes attract large numbers of students. The demand is usually more than can be accommodated.

Childhood Education was identified as a UJ flagship programme area in 2014. The programme of activities of childhood education is managed by the Department of Childhood Education (DCE) and the CEPR. The Funda UJabule School, which is the first university teaching school to be established in South Africa, is integral to many of the activities of the Department of Childhood Education and the CEPR. It is a public school, but also a research and teaching school. The students in the BED in Foundation Phase Teaching and Intermediate Phase Teaching participate in classroom activities, learning about the practice of teaching in the school. The school also serves as a social laboratory that is unique in South Africa.

The CEPR is located within walking distance from the University teaching school, which also serves as one of the main research sites of the Centre. The CEPR has four main areas of work, which include research, journal publication, teacher development and research capacity development. Researchers participate as collaborators, largely from the Department of Childhood Education and also from the Department of Science and Technology Education at UJ. Research projects focus mainly on learning and conceptual development in the childhood years: language and learning in the foundation phase; mathematical cognition and science concept development in the primary school years (Grade 1 – 7); reading of science texts in the middle school years (Grade 4 – 7) and academic language competence in the middle school years. Another research focus is teacher education at teaching schools.

The Department of Education Leadership and Management (DELM) offers postgraduate programmes on the Soweto Campus. In addition, the DELM serves as the custodian of the Education Leadership Institute (ELI), established in November 2010. In 2014 the ELI continued its partnership with the Matthew Goniwe School of Leadership and Governance. This saw 130 senior school managers being trained in the Advanced Certificate of Education (ACE) offered by the DELM. The ELI was also contracted to administer a scarce skills programme for 100 educators in Mathematics and Physical Science across Gauteng. UJ staff developed short learning programmes for this purpose.

### ***The Auckland Park Kingsway Campus (APK)***

Two departments are situated on the APK, namely Education and Curriculum Studies and Science and Technology Education. The focus of the programmes at the APK campus is mainly secondary school education, with postgraduate programmes straddling many areas of learning and research. Science education is one of the strongest programmes at this site. It boasts large numbers of postgraduate students, has expanding research output and is pertinently involved in the development of practising teachers. Higher education as a field of study is also gaining prominence with foci on higher education policy and leadership and the scholarship of teaching and learning.

### ***Auckland Park Bunting Road Campus (APB)***

The Centre for Education Rights and Transformation (CERT) is housed in the research village at the APB. The imperative of the CERT, as stated in its charter, is to “make a positive contribution to knowledge creation and social transformation” and to create synergy between scholarship, social action and community outreach. In 2014 the strategic focus of CERT revolved around post-school education. Although many of the research projects emanating from this focus will be retained, CERT will make a strategic shift beyond 2014 to increasingly devote its research activities to schooling. In 2014, CERT had six active research projects, several of which drew international exposure and participation. These projects addressed globalisation and education; industrial change, technology and skills in post-school education; from school to work: secondary education and youth development; the ‘German Model’ of education and South African Education; and Emerging Voices 2 – a project that focuses on issues of poverty, inequality and voice related to youth development.

### ***Siyabuswa***

The Bachelor of Education in Foundation Phase teaching at Siyabuswa was in its second year of offering in 2014. This programme is a collaborative initiative of UJ with the Department of Higher Education and Training and the University of Mpumalanga (UMP). The first cohort (2013) consisted of 99 students. This cohort will graduate as UJ students. Subsequent cohorts will be registered with the UMP. The programme will be taken over by UMP in 2017.

A substantive grant from USAID/Elma Foundations was awarded to the Faculty in 2014 to establish the first Centre for African Language teaching at Siyabuswa. This Centre will be a UJ initiative for three years. Thereafter it will be taken over by the UMP.

### ***Faculty governance and quality assurance***

The Faculty Executive Committee (F-Exco) consisting of the Executive Dean, Vice Dean, heads of departments and Head of Faculty Administration, met twice a month during 2014. The main purpose of the F-Exco is to provide leadership and management with regard 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 be coordinated cross-functionally within a flat structure for quality assurance purposes. Consequently, Faculty committees play an important role. The decision was taken to review the Faculty committee structure in the second half of 2013, which led to the restructuring of committees. The following committees were functional in the Faculty in 2014: Academic Ethics Committee, Research Funding Committee, Higher Degrees Committee, Teaching and Learning Committee and Faculty Strategic Committee.

The main risk identified in 2013, namely enrolment planning and management, remained in 2014. This is due to the phasing out of existing education qualifications and the unpredictability of the impact of the new policy on teacher education qualifications on patterns of enrolment, particularly at postgraduate level. The decrease in enrolments in the honours programme also remains a concern as in 2013. The ACE was the main feeder qualification for the Faculty’s BEd Hons. The phasing out of the ACE programmes and the stricter admission requirements for the BEd Hons led to a substantial decline in BEd Hons numbers, which in the long term will also have an influence on master’s enrolments.

## **RESEARCH**

The Faculty’s research, conducted in the CEPR, the CERT and in academic departments, is aimed ultimately at enriching and transforming the practice of education. Childhood education and teacher education are particular strengths. The Faculty is a leader in the country in research on primary school teacher education with the “teaching school” initiative at the SWC a unique example of practice-based teacher education. The

teaching school research is conducted in partnership with the University of Helsinki. The SA Research Chair (National Research Foundation) in Education and Care, awarded to Prof. Jace Pillay in 2013, testifies to the status of research on vulnerable children in the school sector. Science education and research in educational support for children and youth who struggle are other strong research areas in the Faculty.

The Faculty's research output has increased notably during the past few years. In 2014 the Faculty produced 85.06 research units, comprising of articles in accredited journals, research-based books and conference proceedings. In 2013, 63.63 research units were produced (62.88 in 2012 and 54.75 in 2011).

The numerous externally funded research projects in 2014 bear further testimony to the vibrant research culture that has developed in the Faculty. Funders included the National Research Foundation (several projects), the Department of Higher Education and Training, the Foundation for Human Rights, the Rosa Luxembourg Foundation, the Education Policy Consortium, the Ford Foundation, the Hewlett Packard Company and Zenex Foundation.

The Faculty serves the education research community through two research journals. *Education as Change*, published by Taylor & Francis and Unisa Press, is listed in the Social Sciences Citation Index of Thomson Reuters. The *SA Journal of Childhood Education* is edited and produced by the CEPR, with Sun-Media as production house. It was awarded accreditation by the Department of Higher Education and Training at the end of 2013 and will be taken up in the listing of the International Bibliography of the Social Sciences (IBSS) in 2015.

## **STAFF PROFILE**

In 2014 the Faculty had 67 full-time permanent academic staff members (including the Executive Dean), nine more than in 2013. The number of administration and support staff was 22 in 2014, the same as in 2013.

The increase in the number of academic staff is due to the appointment of three assistant lecturers and two new posts that were added – the Chair in Teaching and Learning and a professor position at the CERT. Furthermore, a New Generation Scholar took up a lecturer position in the Department of Education Leadership and Management and two vacant positions were filled.

Seventy-nine per cent (n=53) of academic staff held doctoral degrees in 2014 in comparison to 78% (n=45) in 2013. In terms of level of appointment, 5% (n=3) were assistant lecturers, lecturers (n=24) comprised 36% of academic staff, 25% (n=17) were senior lecturers, 13% (n=9) were associate professors and 21% (n=14) were professors.

The profile in terms of equity reporting was 49% (n=33) designated (excluding White women) and 51% (n=34) non-designated, including international staff (n=3). The gender profile in 2014 was male: 52% (n=35) and female 48% (n=32).

## **STUDENT PROFILE AND STUDENT SUCCESS AND EXPERIENCE**

### ***Student profile***

A total of 3 877 students were enrolled in 2014, of whom 3 089 were undergraduates (79.7%) and 788 were postgraduate students (20.3%), compared to the 2013 enrolment of 2 663 (75.8%) undergraduates and 848 (24.1%) postgraduates. The decline in the postgraduate enrolments was due to the decrease in the Honours degree enrolments, from 340 in 2013 to 262 in 2014. To mitigate this, the Faculty decided to explore presenting selected BEd Hons programmes through a blended learning mode of delivery, starting in 2016. It is not possible to do so earlier, as the Faculty is still awaiting accreditation approval from the Council of Higher Education.

First-time entering undergraduate degree enrolments increased to 764 in 2014 compared to 673 in 2013, in accordance with the enrolment plan. Enrolments of first-time entering undergraduate degree students have increased over the last five years from 345 in 2010 to 764 in 2014.

Enrolments in the Initial Teacher Education (ITE) programmes, namely the BEd and the PGCE qualifications, increased over the last five years. In 2014 enrolments in the ITE programmes represented 81% of total enrolments

in comparison to 28% in 2010. This increase is due to the ACE programmes that were phased out and the drive of the Faculty to enrol more ITE students. Although there has been a decline of 1 080 in the enrolment numbers since 2010, the full-time-equivalent-funded credits in 2014 is very similar to the FTEs in 2010 – 2 727.050 in 2010 compared to 2 725.349 in 2014.

In 2014 the student profile in terms of demographics was: African 78%, white 13%, Indian 5% and coloured 4%, compared to the 2013 student profile of African 75%, white 15%, Indian 5% and coloured 5%.

The academic performance of students was generally satisfactory. The course Faculty success rate increased to 87% in 2014 compared to 85.3% in 2013. A five-year perspective shows that the overall course success rate of the Faculty increased every year since 2010 – from 78.9% to 87% in 2014.

The course Faculty success rate for the undergraduate degree (BEd) increased from 88.4% in 2013 to 89.9% in 2014. This was mainly due to improved throughput in some of the modules with large student numbers. There was an increase in the first-time entering undergraduate course Faculty success rate from 83.9% in 2013 to 85.6% in 2014. From 2010 the course Faculty success rate fluctuated, with the lowest being in 2011 (75.5%) and the highest in 2014 (85.6%).

The BEd in Foundation Phase Teaching was offered for the first time on the Siyabuswa Campus in 2013. A total of 99 students enrolled for this programme and a 99% course success rate was achieved in the first year of offering. The 2013 cohort of 99 students continued with their second year of studies in 2014 and also achieved a 99% course success in 2014.

### ***Academic support and student performance***

In 2014 a total of 200 tutors provided learning support to students in the Faculty's undergraduate programmes. A further 60 tutors provided learning support to students in the honours and master's coursework postgraduate programmes. Fifteen senior tutors were appointed to work closely with the module lecturers in coordinating and managing modules with large student numbers. They mentored and advised tutors, assisted with identifying and supporting underperforming students, provided ULink support and assisted lecturers with assessment.

Tutors attended various training sessions to equip them with the required skills to assist students with writing support and study skills and to provide additional support to at-risk students. These training sessions also served to enable tutors to cope with their own studies, while they were 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 has a strong First-Year Experience (FYE) programme. All academics teaching first-year students participate in the FYE focus group. The FYE Focus Group met twice per term, and worked on strategies to ensure the successful integration of mostly first-generation students in the Faculty.

The commitment of the Faculty to supporting the academic progress and well-being of first-year students is also evident in the fact that an excursion is planned for first-year students. 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 interact with students on a more personal level in an informal environment.

### ***Enriching the student experience through international experience***

The Memorandum of Understanding between UJ and Georgia State University (GSU) in Atlanta, USA affords fourth-year BEd and PGCE students the opportunity to observe teaching and learning in schools as part of the school experience component of the programme. Twenty-five students and two staff members spent two weeks in Atlanta in 2014. In addition to the school visits, they were exposed to an extensive academic programme, which included lectures, presentations and demonstrations.

Similarly, 13 BEd students spent two weeks in Istanbul, Turkey as part of the school experience component of the programme, hosted by Beylikdüzü Fatih University.



## **DEVELOPMENT OF NEW ACADEMIC PROGRAMMES**

Since 2011 the Faculty has been involved in the design of new academic programmes aligned to the Teacher Education Qualifications Policy promulgated in 2011.

Two new programmes were developed and approved by the Senate in 2014, namely the Bachelor of Education Honours in Education Leadership and Management and the Postgraduate Diploma in Education Leadership and Management. These programmes were submitted to the Department of Higher Education and Training for programme qualification mix (PQM) clearance.

The following postgraduate programmes were submitted to the Council on Higher Education for accreditation in 2014:

- Bachelor of Honours in Childhood Education;
- Bachelor of Honours in Curriculum Education;
- Bachelor of Honours in Language Literacies and Literature;
- Postgraduate Diploma in Inclusive Education;
- Advanced Diploma in Mathematics Education;
- Advanced Diploma in Science Education;
- Advanced Diploma in Technology Education;
- Advanced Diploma in Computer Applications Technology Education;
- Bachelor of Honours in Educational Psychology.

## **COMMUNITY ENGAGEMENT, PUBLIC ENGAGEMENTS, ALUMNI AND BRANDING**

### ***Service learning as community engagement***

The Faculty defines community engagement as initiatives through which the expertise of the Faculty (both staff and students) in relation to teaching, learning and/or research is employed to address issues relevant to the community, in a reciprocally beneficial partnership. Through community partnerships, service learning opportunities are provided to students with a view to foster a sense of social responsibility, while simultaneously preparing them to become educational practitioners who are able to support and nurture learning and development in diverse educational contexts.

The Faculty's service learning initiative involves partner schools and community organisations and includes BEd and PGCE students on APK and BEd Hons and MEd in Educational Psychology students on SWC. The Faculty's community partners are Elands Park Primary, Westbury High, Piet van Vuuren Primary, Vorentoe High, UJ Metropolitan Academy, Johannesburg Secondary, Sparrow Foundation, Sparrow Combined, Hope School, Kingsway Centre for Concern, New Nation Secondary, Unified Comprehensive, Coronationville High, Leigh Matthews Trauma Centre, Thandulwazi Trust, Dowling Street Primary, Laerskool Jim Fouche, Laerskool Generaal Christiaan de Wet, Masimambane College, Tebogo Trust and Tomorrow Trust.

Service learning opportunities to student teachers in the BEd Foundation Phase programme on the SWC were provided at the Funda UJabule School. Activities are related to course content and are aimed at students' professional development while serving the school. In 2014 it included a sports day, an anti-bullying campaign, a storytelling festival and the writing and enacting of short plays for Funda UJabule learners.

Service learning was also infused in the new intermediate phase programme. In 2014 the first-year students ran a food gardening project with the Grade 4 learners at the school. Students created a vertical garden using recyclable materials and taught learners about starting and managing a food garden. A few months later the vegetables were harvested and students and learners enjoyed a picnic together to celebrate the success of their project.

### ***UJ associated schools***

The Faculty is the guardian of UJ Metropolitan Academy (UJMA). The school once again obtained excellent matric results – a 100% pass rate and 94.4% bachelors degree and 5.6% diploma endorsement, which means that all learners qualified to study at tertiary level. A total of 126 distinctions were obtained.

The Faculty is involved in several ways at UJMA. Students do work-integrated and service learning at the school and the Faculty piloted the “teaching school” concept in a few subjects in 2014. In addition, the Faculty was involved in the offering of Life Sciences in the Further Education and Training (FET) band at UJMA. Learners were taught by final-year pre-service (BEd and PGCE) student teachers. The Japanese lesson study model formed the basis of this, implying that students worked in teams to continuously refine their lessons and teaching skills. Three Faculty staff members were involved as mentors.

Postgraduate students in Educational Psychology assisted the school with the selection of learners for Grade 8 who have the potential to excel in mathematics and science. The students also assisted with the career assessment of Grade 11 learners in the school.

The Funda UJabule School on the Soweto Campus is not only a teaching school, but it also serves the surrounding community in terms of childhood education.

### **Public engagements, branding and alumni**

The Faculty continued with its drive to establish and entrench its presence and profile.

Public engagements consisted of education conversations, public lectures and public seminars.

- “Teachers Upfront” conversations were co-hosted by the UJ Faculty of Education, Wits School of Education, Bridge Foundation, Sci-Bono Discovery Centre and the *Mail & Guardian* newspaper. The *Mail & Guardian* published articles on all the conversations.
- Another series of education conversations was hosted by the Faculty in partnership with Kagiso Trust and *City Press*.
- Nineteen public lectures and public seminars were hosted by the Faculty, some delivered by visiting professors.

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 on widely in newspapers and other forums. The Faculty also strengthened its relationship with alumni. Two alumni affinity groups were active, in Educational Psychology and in Education Leadership and Management.

### **SPECIAL ACHIEVEMENTS OF STAFF AND STUDENTS**

- Dr Lara Ragpot received the Vice-Chancellor’s Distinguished Teaching Award.
- Prof. Coert Loock was appointed by the Minister of Basic Education, Ms Angie Motshekga, to serve on the Umalusi Council until 2018. He was also appointed as Chair of the Assessment Committee of Umalusi.
- Prof. Umesh Ramnarain’s paper delivered at the International Science Education Conference in Singapore won the Springer Best Paper Award.
- At the 2014 National Teaching Awards of the Department of Basic Education, a Faculty student and an alumnus were honoured, namely Andonis Antoniou and Kira Watson. Andonis (Tony) Antoniou received the first prize in the Excellence in Secondary School Teaching Award. Mr Antoniou is registered for a PhD in Science Education in the Faculty. Ms Watson was a student of the Faculty in 2010, and she won the third prize in the Excellence in Teaching Science Award.



**Sarah Gravett (Prof.)**

Executive Dean: Faculty of Education

# FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

The Faculty of Engineering and the Built Environment (FEBE) is structured into five schools. The fifth school, namely the Postgraduate School of Engineering Management, was formally approved by the September 2014 UJ Senate meeting.

Through the various schools, 13 academic departments, five research centres<sup>1</sup> and two technology stations were supported.

The School of Electrical Engineering (SOEE) comprises the Departments of Electrical Engineering Technology and Electrical and Electronic Engineering Science. The School of Civil Engineering and the Built Environment (SCEBE) comprises the Departments of Civil Engineering Science, Civil Engineering Technology, Construction Management and Quantity Surveying, and Town and Regional Planning. The School of Mechanical and Industrial Engineering (SOMIE) comprises the Departments: Mechanical Engineering Science, Mechanical and Industrial Engineering Technology and Quality and Operations Management. The School of Mining, Metallurgy and Chemical Engineering (SMMCE) comprises the Departments: Mining Engineering, Mining Surveying, Metallurgy and Chemical Engineering.

For part of 2014: the Metal Casting Technology Station (MCTS) and Process, Energy and Environmental Technology Station (PEETS) reported to the faculty. Both technology stations were funded by the Technology Innovation Agency (TIA). As of July 2014, resulting from a UJ Management Executive Committee (MEC) decision, the line-of-reporting for technology stations changed to the UJ Research and Innovation Division. Collaboration between technology stations and associated academic departments continued as in former years.

### **Governance Structures and Quality Management**

To *effectively* manage a number of cross-cutting functions, the Faculty is supported by the Faculty Executive Committee (Faculty ExCo), the Faculty Research Committee (FRC), Faculty Higher Degrees Committee (FHDC), Faculty Engineering Science Programme Committee (ESPC) and Faculty Technology Programme Committee (TPC). In 2014, marketing remained as an ad hoc committee of the faculty. Each committee is supported by heads of school, or heads of department (HoDs), or designates, and the Executive Dean co-opts individuals depending on the topics being discussed. Strategic matters from the ESPC, FHDC, TPC and FRC are discussed by the Faculty ExCo. Minutes of all faculty committees are appended "for noting" or "for discussion" to a future faculty board's agenda. Where agenda items affect other faculties, then items are appropriately passed through channels or committees of the relevant faculty.

The charter of each programme or research committee takes note of the quality assurance oversight function. A number of academic departments tend to have their own academic programme committees. The Vice-Dean:

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<sup>1</sup> Research centre – formally recognised by Division: Research and Postgraduate Studies, UJ.

Teaching, Learning and Operations (TLO) provides connectivity between academic programme committees and the Quality Unit of UJ and to the Senate Teaching and Learning Committee (STLC). As of July 2014, the Vice-Dean: Postgraduate Studies, Research and Innovation provided similar connectivity to the Postgraduate Centre (PGC), University Research Committee (URC) and the Senate Higher Degrees Committee (SHDC). The innovation component relates to the faculty's desire to support its technology stations and generation of Small, Medium and Micro-sized Enterprises (SMMEs). A number of research groups associate with each academic department.

The following accreditation agencies support the faculty: For Engineering and Engineering Technology Programmes the Engineering Council of South Africa (ECSA), for Town and Regional Planning the South African Council for Planners (SACPLAN), for Mining Surveying the South African Council for Professional and Technical Surveyors (PLATO), for Construction Management the South African Council for Project and Construction Management Professions (SACPCMP) and the South African Council for the Quantity Surveying Profession (SACQSP). Programmes in the Department of Quality and Operations Management are not subject to accreditation by professional bodies. In 2014, significant accreditation milestones were attained: SACPCMP extended accreditation from three years to five years, ending December 2017; ECSA waived key deficiencies in the Mechanical Engineering Science programme, with the next regular visit for all programmes in August 2016 – , and PLATO renewed accreditation until the next regular visit in 2017. With the goal of improving the quality of delivery for programmes in the Department of Quality and Operations Management, an internal programme quality review was conducted, and outcomes will be implemented in 2015.

Postgraduate programmes will be reviewed external to the faculty in the first half of 2015.

### **Faculty Risk Register**

The following risks were presented to the UJ Risk Management Committee (RMC):

- Ineffective succession planning and transition for management roles within the Faculty: the approach of appointing deputy HoDs for undergraduate and postgraduate programmes, where applicable, was proposed. On the administrative side: a faculty officer post was upgraded to senior faculty officer – this approach allows a larger pool to be trained towards developing leadership of faculty administration.
- Lack of adequate full-time academic staff and over-reliance on part-time academic staff: a review of the part-time budget revealed the opportunity to consolidate some temporary budget and to create additional posts for full-time academic staff. This reliance on part-time academic staff has traditionally been due to the need for industry specialists to partner in the faculty's training enterprise. In the medium term, a reduction of the temporary staff budget in favour of permanent or fixed-term staff appointments will be implemented.
- Lack of security for physical assets: this has continued to be a problem in 2014, with break-ins continuing to affect staff productivity. In addition to dialogue with UJ Protection Services, staff have been allocated over one TB of virtual or cloud-based storage.
- Loss of professional accreditation: given the rather large number of professional bodies accrediting programs and continuous changes in accreditation criteria, this continues to be a risk. The risk is however managed through active monitoring and dialogue with various HoDs. An informal teaching forum was also instituted.
- Poor management of short-learning programmes (SLPs): an online system was developed towards quality assuring SLP events.
- Management of poor staff performance: a performance management system based on quantifiable outputs was developed, for implementation in 2015. Online faculty and institutional barometric systems were introduced to monitor and actively manage performance.
- Inability to attract and retain equity academic staff: while in 2013, 90% of the recruitment had been of non-designated staff, in 2014 the number dropped to favour recruitment of equity candidates. Despite the improvement in recruitment, given the very high remuneration possibilities for equity staff in industry, retention of equity staff continued to be a challenge. An assistant lecturer (AL) and a senior tutor (ST) programme were implemented, and at least eight ALs and fourteen STs were recruited; a number of these are equity candidates. This approach has been implemented to widen the pool of equity candidates.
- Implementing the new bachelor degree programmes (downside risks): workshops with industry to clarify

the transition to the BEngTech took place. At least one workshop has been facilitated through the South African Society for Engineering Education (SASEE).

- Lack of resources to sustain and grow research output: a number of funding instruments were negotiated both internally and externally to the faculty, and a faculty-specific grant to support research was implemented. A marked increase in supporting sabbaticals and teaching relief was provided. Numerous postdoctoral research fellow (PDRF) applications were received and granted, with the external funding instrument established via the UJ Global Excellence and Stature (GES) budget being utilised. The PDRFs will mainly join, visa pending, in 2015. Over 30 applications were received, and some 20 agreements were signed. The PDRFs have generally demonstrated prior publication expertise (on average in the region of three journal publications during their doctoral programme).

## **STRATEGIC FOCUS AND TARGETS**

### ***Objective 1: Excellence in research and innovation***

With the goal of developing the stature of research and innovation, active strategies to support PDRFs and emerging researchers were implemented in 2014. The growth in research outputs, relative to 2013, is in the region of 30%. For the first time, the Faculty exceeded over 200 research output units. A renewed focus on publications in journals listed by Thomson Reuters Web of Knowledge (formerly ISI) and International Bibliography of the Social Sciences (IBSS) was brought into place – this approach saw an increase in the number of research units published in journals (from 42 units in 2013 to 55 units in 2014). The Beall's list (list of predatory journals) was adopted by the Faculty Board as a list to avoid – these journals place publication quality at risk. The Faculty's presence on UJ Digispace (online repository) was tripled to over 400 outputs, in order to further enhance research visibility. Benchmarking using SciVal (Elsevier database) was also implemented.

### ***Objective 2: Excellence in teaching and learning***

In addition to the aforementioned accreditation milestones, the faculty reviewed modules with lower success rates. A number of tutors and senior tutors were added to the faculty's teaching complement, providing additional support to undergraduate students. In order to improve postgraduate progress, online progress monitoring was implemented. Over 400 postgraduate student and supervisor reports were received, and common denominators in success were identified. Supportive interventions were proposed through Heads of School. To manage extreme cases of postgraduate student underperformance, a re-admission appeals process (similar to that in the undergraduate programmes) was implemented.

Two Dean's honours events were conducted in recognition of top-performing undergraduate students, and a number of academic departments continued the approach of holding "prestige" events to recognise student performance. Several workshops were conducted towards enhancing a reflective approach to teaching, with evidence being captured by way of teaching portfolios. With the goal of developing the new BEngTech and its alignment to Conceiving—Designing—Implementing—Operating (CDIO), the faculty participated in at least one international conference. UJ, along with University of Pretoria, are the only institutions formally part of the CDIO African network.

### ***Objective 3: International profile for GES***

The Faculty is home to some 53 (of an institutional total of 231) foreign staff – in this regard, the Faculty has taken the lead among all faculties in the University. The Faculty registered 634 international students – reflecting an increase from the 591 students registered in 2013. Of a total of 713 registered postgraduate students, at least 164 postgraduate students were from the international community. The increase in postgraduate students reflects the carry-forward of the institutional brand to the international community; at the same time, however, a relationship exists between the percentage of international staff and international postgraduate students – both at 23%.

### ***Objective 4: Student-friendly living and learning environment***

The Faculty implemented a number of institutional imperatives, such as the promotion of e-books in 2014. A unique relationship was fostered with the Gauteng Department of Infrastructure Development and the Engineering Council of South Africa, with a tripartite agreement being set up to support students. The

relationship takes forward the approach of “Thuthuka” (a bursary programme well established in the accounting disciplines) where students are clustered in a residential setup, supported by a postgraduate residential mentor, and technical tutors. The agreement was formulated and signed in 2014 for implementation in 2015.

#### **Objective 5: National and global reputation management**

The Faculty hosted international and national technical conferences, which brought forward a number of international speakers; events were frequently registered for continuing professional development (CPD) credits. The Executive Dean presented several international talks and was re-elected as Vice-President of IEEE (portfolio: Educational Activities). The relationship of the faculty with national learned societies continued, with a number of academics serving on councils or boards, for instance, of the South African Institute of Electrical Engineers (SAIEE), South African Institute of Civil Engineers (SAICE), etc. The faculty also participated in a university-wide effort towards developing UJ as a Pan-African Epicentre for Critical Engagement.

#### **Objective 6: Fitness for GES**

The Faculty gradually moved towards increasing its capacity to deliver academic programs and opting for electronic mechanisms towards improving efficiency and effectiveness in managing overheads. A number of online mechanisms, such as to manage student exclusions, were brought into place. An online repository was also instituted, ensuring that the Faculty’s memory is increasingly cloud-based and in this way allowing for transition, when applicable, in leadership.

### **EMPLOYEE PROFILE**

The academic to non-academic ratio stands at 149:88 (including fixed-term contracted staff). The Head of Faculty Administration (HFA) heads the core Faculty administration team and is supported by three senior faculty officers and six Faculty officers. A programme advisor further supports the group. The equity profile of the Faculty, as a whole, reflects 102 designated staff and 129 non-designated staff.

Some departments are able to support equity or scarce resources by means of academic appointment subventions from industry. In particular, and of significance, is the notable support from the Mining Qualifications Authority (MQA).

Lucia Pelser of the Faculty of Engineering and the Built Environment received the Vice-Chancellor’s Distinguished Award for Service beyond the Normal Call of Duty. Ms Pelser is the relationship co-ordinator for the entire student cohort in the BEng, BTech and national diploma programmes, where inter alia she was instrumental in starting a mentorship programme to assist struggling students with academic issues, accommodation and a food scheme to support financially-stressed students.

### **STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCY AND IMPACT OF ACADEMIC PROGRAMMES**

#### **Student profile in subsidised academic programmes**

- Commensurate to the national demand for programmes from the Faculty, the Faculty comfortably met its overall enrolment profile, supporting 8676 under- and postgraduate students. The number of first-time entering undergraduate students increased from 1258 to 1642 students, including students on extended programmes.
- In 2014, the number of students with an admission point score of 35 or above increased from 40.7 % (2013) to 45.8 % (2014). Approximately 95% of the enrolment profile reflected designated students (African, coloured, Chinese or Indian).
- Over the past four years, the ratio of academic staff to student headcount has improved from 1:77 to 1:55 (2014). Compared to international norms, however, the ratio remains high.

Engineering management was identified as a flagship programme by the UJ MEC in August 2013. The programme was however structurally located within the Department of Mechanical Engineering Science (DMES), which

limited proper reporting. The separation into the Postgraduate School of Engineering Management (approved during 2014) will enable better tracking of key performance indicators for the programme as of 2015.

### ***Student success and experience***

- In 2014, the usage of the new Perskor building at Doornfontein substantially enhanced the teaching and learning experience, in terms of both centralised as well as Faculty-specific infrastructure. External funding, including from Sibanye Gold, served to support the new building.
- Approximately 8% of the headcount reflects students at the postgraduate level. The faculty maintained a figure of around 470 international or regional undergraduate students and registered 164 international postgraduate students. In terms of full-time equivalents (FTEs), this represents enrolled students – 3777.502, passes – 3001.578 and teaching input units (TIUs) – 12608.273 (an increase from 12038.589 in 2013).
- The overall degree credit success rate improved for diplomas from 81.2% to 83%, whereas the figure dropped somewhat from 83.7% to 82.6% for degree programmes. Students completing academic programmes in 2013 graduated in 2014, taking the number of graduates upwards: primary degrees and diplomas awarded increased from 1 527 (in 2012) to 1 785 (in 2013), and senior degrees awarded from 58 (in 2012) to 83 (in 2013).

An alumni survey was conducted to determine the placement of graduates. Of 124 respondents, the survey reflected that some 32% were in early-career stage, 50% in professional stage, 7% at executive level and 7% in the category “other” (from retired-to-unemployed). Approximately 79% of respondents were from designated groups. A large number of respondents were interested in pursuing continuing education, postgraduate studies and in professional registration workshops.

In order to complement the student experience, a Bloodhound Supersonic (SSC) public lecture was presented by Richard Noble.

### ***Relevancy and impact of subsidised academic programmes***

The following BEngTech programmes: Chemical Engineering, Civil Engineering, Electrical Engineering, Extraction Metallurgy, Industrial Engineering, Mechanical Engineering, Mine Surveying, Physical Metallurgy were considered suitable in terms of the Programme and Qualifications Mix (PQM). Following the approval of the programmes by Senate, submissions were made to the Higher Education Quality Committee (HEQC) in 2014, and for a majority of the programmes support was received from HEQC. In some instances, the HEQC requested further programme accreditation clarification, which was submitted in 2014.

### ***Non-subsidised academic programmes***

The faculty does not offer non-subsidised whole academic programmes, but does however provide SLPs. Among others, three highly successful SLPs were designed, developed and delivered in partnership with the African Institute for Economic Development and Planning (IDEP). Programmes in mineral economics, mineral governance and mineral policy were offered, attracting delegates from over 20 countries. Delegates were, often, high-ranking government officials – this approach enables the faculty to develop its influence in both technical areas but also through policies (designed and developed by technical professionals). A Pan-African Non-Governmental Organisation, African Mining Alliance (AMA) was formed – AMA will serve as an alumni home for graduates of the IDEP SLPs.

## **RESEARCH FOOTPRINT AND IMPACT**

The usage of an Online Research Output Submission System (OROSS) was implemented. The approach enables for transfer of publications to the UJ Digispace, thereby making research outputs available for the broader public. Over 400 outputs from the Faculty were availed in this way. At time of developing this report, over 200 research units (unaudited) had been reported. Around 70% of the research outputs relate to participation in peer-reviewed international conferences – once again reflecting and enhancing the international stature of the faculty.

Some 13 NRF-rated scientists affiliate to the Faculty. Applicants Profs Ekolu and Twala received their NRF rating in late 2014. Prof. Esther Akinlabi and Dr Tiaan Oosthuizen were elected as members of the South African Young Academy of Science (SAYAS).

In terms of key institutional research or honorary awards:

- Prof. Immink, one of the most prolific inventors of the 20th century in consumer electronics, accepted an honorary doctoral degree – the Doctor Honoris Causa for Technical and Scientific Research – during the University's June 2014 graduation series. UJ's Faculty of Engineering and the Built Environment conferred the honorary doctoral degree on Prof. Immink as acknowledgement of his instrumental role in the development of digital audio, video and data recording systems, and of the profound impact of his contributions and inventions in today's digital society.
- At a ceremony held at the University of Johannesburg on 13 November 2014, Prof. Hendrik Ferreira received the Vice-Chancellor's Distinguished Award for Outstanding Researcher of the Year. Prof. Ferreira, an NRF A-rated Research Professor in the Department of Electrical and Electronic Engineering Science, is a highly respected, world-class researcher. Since 1984 he has been a visiting researcher at seven universities and two companies in the USA and Europe.
- Prof. Kalala Jalama, Department of Chemical Engineering, received the award for Most Promising Researcher of the Year. Prof. Jalama is an active researcher with an interest in the field of catalysis for alternative fuels.
- Prof. Esther Akinlabi, Department of Mechanical Engineering Science, received the award for Innovator of the Year. Over and beyond research work Prof. Akinlabi is also an inventor. She registered a patent on the "Process for the manufacture of titanium-based composites." A second patent is for a "Circumferential tensile tester".

As reflected above, the Faculty swept all Vice-Chancellor's awards in research and innovation, and in service beyond the call of duty.

## **INTERNATIONALISATION**

As already indicated under "Strategic Objective 3: International profile for GES," the Faculty has a strong international footprint.

A prominent outbound programme continues to flourish through the Department of Civil Engineering Science, where the Civil Engineering Student Society (as of 2014, a formal SAICE chapter), takes over 30 third-year undergraduate students on an international tour among the BRICS – the 2014 tour was to Russia. The tour encompasses both academia and industry, with particular emphasis on multi-national firms.

As aforementioned, regional cooperation via IDEP and AMA are also key to the Faculty's approach towards contributing to policy matters.

In partnership with the United Nations Educational, Scientific and Cultural Organization (UNESCO), the faculty hosted the 2014 Africa Engineering Week. The event was sponsored and supported by the Department of Science and Technology. The event received over 2,000 delegates over the week and was inaugurated by Honourable Minister Naledi Pandor.

Prof. Sinha was invited (and fully funded by the inviting parties) to partake in a number of international visits – the Singapore Economic Development Board, the China Association for Science and Technology, the China Engineering Education Accreditation Association (CEEAA), etc.

## **COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT**

After holding no meetings for more than a year, the Industry Advisory Board (IAB) was resurrected by the new Executive Dean in 2014. Two successful meetings were held at Faculty level, and the meetings then led to several industrial and municipal level engagements.

To diversify staff participation in "pure" community service, staff partook in a number of events related to "Nelson Mandela Day." Separately an approach towards developing social innovations (technical projects that benefit society) was developed.



A “Green Challenge” competition initiative was proposed together with the City of Johannesburg (CoJ). An agreement of R5 million was signed off between UJ and the CoJ. The agreement was lodged through the Division: Financial Governance and Revenue, the faculty however actively partakes via the steering committee of the Challenge.

A “UJ Solar Car Challenge” was completed in October 2014. The initiative was led by the UJ Energy Movement under the leadership of Nickey Janse van Rensburg, DMES. The UJ Solar Car is named the “*llanga*,” and is not only a vehicle impacting from an increased efficiency of solar cells, but also one that engaged several thousand pre-university students in its journey between Pretoria and Cape Town, September/October 2014. The UJ Solar Car received the 2014 Technology and Innovation Award, 2014 Sasol Solar Challenge:

- The solar cells used in the array of *llanga II* are commercial cells imported from Germany for space grade applications. The car has gallium arsenide (GaAs) solar panels, which are the same type of panels as those used on the Mars Rover. Due to the efficiency of these panels, the team was able to build one of the smallest solar vehicles participating in this solar challenge; at 185 kg, *llanga II* was the smallest and lightest vehicle to participate. It was also the first time that a GaAs array has been raced in a solar challenge.
- Ultra-lightweight materials such as carbon fibre, kevlar and airex foam core were used for the body and suspension system of the vehicle. The battery pack, consisting of over 400 individual Lithium-Ion cells weighed less than 20% of the total weight of the car.
- *llanga II* also featured an axial flux brushless DC hub motor which is designed for solar racing and was chosen for its efficiency as well as a high peak power output.
- The car’s 3D printed steering wheel included a unique electronics board and liquid crystal display and several buttons, including a booster button, for a quick boost of acceleration when needed.

The Faculty participated in numerous career expos to encourage recruitment of pre-university students.

The outreach wing of the Faculty, the TechnoLab, conducted a number of school visits, engaging school groups through events such as a CO<sub>2</sub> Dragster challenge. The Faculty’s social media impact was substantially enhanced with over 1 500 reaches.

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

Within the wider UJ financial landscape, activities of the faculty contributed towards an approximate revenue of R101.2 million excluding government subsidy and R237.7 million including subsidy. Through an annual budgeting process, the faculty receives part of this funding towards managing its expenditure.

Tuition fees for 2014 represented R101 million (42% of the total revenue) with a headcount enrolment of almost 8 000 undergraduate students. Subsidies revenue of R36 million (58 % of the total revenue) was generated from subsidised teaching input and output units. Outstanding tuition fees were in the range of R22 million (10%) – reflecting a group of well-managed debtors.

Noteworthy is that revenue generated from research productivity grew to approximately R7 million (2% of the total revenue). Income from research productivity is primarily ploughed back into the research enterprise.

SLPs presented by the faculty have continued to grow and in this way serve the South African public and private sector landscape. Revenue from such extracurricular activities represented R1 million (1% of the total revenue).

In terms of expenditure, salaries featured as the largest expense: R123 million (representing 88% of the total expenditure – approximately a third of the total revenue). Full-time permanent or fixed-term contracted staff accounted for 76% of salaries (R99 million) and temporary staff for 24% (R28 million).

In view of the staggering costs, expenses were scrutinised by means of monthly budget expenditure reviews, and more specifically through the managing of line items not supporting the core business e.g. functions and entertainment as well as telephone costs.

Operating expenses amounted to R16 million (6% of revenue), below the budget allocation of R17 million. The close partnership between the Finance Business Partner and the Faculty Executive team enabled this achievement.

In working towards GES, the faculty however recognises the importance of external funding and strategic partnerships.

## **LEADERSHIP**

The Parliamentary Committee on Energy (PCE) Public Hearing Session (30 January 2014) focused on “The transformation of the Gas Industry through partnerships”. Key participants included one international speaker, five members of parliament and six national speakers, with some 40 industrial, government or state-owned companies participating in the event. Prof. Saurabh Sinha served as the opening speaker at this prestigious event.

In order to ensure engagement with a variety of stakeholders, academic staff participate in various professional societies. Examples of such leadership activities include:

- Appointment of Dr Akinlabi, PrTech Eng and Prof. Jan-Harm Pretorius, Pr Eng to the Committee: Development of Qualification Standards in the Field of Engineering, Council on Higher Education (CHE).
- Prof. Johan Meyer, Prof. Jan-Harm Pretorius and Prof. Bheki Twala were elevated to IEEE Senior Member (SMIEEE) grade. Prof. Meyer and Prof. Pretorius serve as members of the SAIEE Council.
- Prof. Saurabh Sinha was nominated as Fellow, South African Academy of Engineers (SAAE).
- Prof. Saurabh Sinha and Prof. Jan-Harm Pretorius served as members of the Professional Advisory Committee (PAC) – Electrical Engineering, ECSA.
- Prof. Tshilidzi Marwala served as the Chair of the Education Committee, ECSA
- Dr Clinton Aigbavboa participated in the G20 Youth Forum 2014, May 2014, Bavaria, Germany.
- Engineering Education Specialist, Mr Johnson Carroll, served on the SASEE Board.

## **CONCLUSION AND WAY FORWARD**


The Faculty is taking forward the 2025 UJ GES Strategic Goal through a number of unique, yet modernised, approaches. The Faculty recognises a number of avenues for further reflection, such as ranking instruments which enable enhanced academic reputation, the employability of its students, and research visibility. In the latter regard, the Faculty is striving towards a balance between quantity and quality of outputs, in that quality is crucial to further developing the Faculty’s research impact and influence. Finally, the Faculty is complementing its focus on the GES goal by also implementing aspects of the National Development Plan.



**Saurabh Sinha (Prof.)**

Executive Dean: Faculty of Engineering and the Built Environment

# FACULTY OF HEALTH SCIENCES



The Faculty of Health Sciences focused broadly on the University's six strategic objectives during 2014 in line with UJ's overarching vision of being "An international University of choice, anchored in Africa, dynamically shaping the future".

The Faculty has made strides in upholding **excellence in research and innovation** with respect to attracting outstanding students, engaging with outstanding academics, including eminent visiting professors and accessing external funding.

Research initiatives were encouraged and the mooted of an Olympic Centre within the Faculty and based within the Department of Sport and Movement Studies, became a reality. A memorandum of agreement (MOA) was signed between UJ and the Sport University of Cologne, Germany. Colleagues from Cologne will act as consultants during the process of establishing the UJ Olympic Studies Centre.

In 2014 the Laser Research Centre (LRC) achieved its target for research excellence and innovation. It hosted 15 postgraduate students (of whom five were international students from Africa) and two international postdoctoral fellows.

Techniques developed by the Water and Health Research Centre (WHRC) have been used to secure additional funding and the WHRC is in the process of investigating the commercialisation of some of the projects. The first of these is the CleanSip water bottle for which an international patent application was submitted.

The 2014 research target set for the Faculty was 55 accredited units. The Faculty submitted 57 units for auditing purposes, with 48 units related to journal articles and the remaining units being a combination of books, chapters and conference proceedings. This has been a significant increase over the final audited figures of 39.7 units for 2013. Faculty members contributed to conferences and many were invited speakers or plenary session speakers at a number of international and national congresses.

External funding for research was obtained from the NRF, African Laser Centre, the WRC, Johannesburg Water, Regal Pharmaceuticals and the International Olympic Committee. The external funding of the Laser and Water and Health Research Centres totalled R790 000 and R474 594 respectively, with a further R903 291 committed to the Water and Health Research Centre for 2015. The Sport and Movement Studies, Homoeopathy and Nursing departments obtained R250 000, R40 000 and R64 320 in external funding respectively. The Faculty's total external funding was R 1 633 914 for 2014. If internal funding from the URC is taken into account, the funding for research for 2014 was R3 118 414, which is similar to funding attracted in 2013.

During 2014 the Department of Sport and Movement Studies appointed a research fellow, the WHRC appointed two visiting professors and the Department of Emergency Medical Care (EMC) appointed two research fellows, both of whom are emergency medicine specialists. The nine NRF-rated researchers in the A, B, C and Y categories continued to significantly contribute to the research thrust of the Faculty and the University. Two visiting professors to the Faculty also hold a NRF rating.

**Excellence in teaching and learning** encompasses, but is not restricted to, the enrolment of outstanding students from diverse backgrounds, maintaining success rates and standards, curricula that are current and quality reviewed, students who are prepared for the world of work, and staff who are well qualified and valued and are encouraged to be lifelong learners. The Faculty believes it has achieved success in these areas and the following is an indication of what has been achieved.

A complement of 104 full-time academics (inclusive of fixed-term contract appointments) and three researchers, supported by 47 support staff, including clinic staff, clinical training grant appointments and laboratory technicians, provided a service in 2014 to 3 703 students and 25 occasional learners.

Three assistant lecturers were appointed on a three-year, fixed-term contract to Radiography (1) and Optometry (2) in a bid to develop capacity within these flagship departments.

The enrolment target set for the Faculty was reached with a slight over-enrolment. The undergraduate enrolment was 2 611 (2 607 in 2013), with postgraduates totalling 1 087 compared to 1 026 during 2013. The Faculty's registrations for master's qualifications decreased to 245 from 255 in 2013, while the number of doctorate registrations went up from 55 in 2013 to 58 in 2014, resulting in a slight decrease of seven enrolments in these domains compared to 2013.

The gender distribution for 2014 enrolments was 63.2% female undergraduates and 35.7% postgraduates female students, compared to 61.5% and 36.6% respectively for 2013, indicating a slight rise in male postgraduate enrolments. The total designated (excluding white females) enrolment was 76.49%, compared to 75.1% in 2013, which translates to 66.43% African (65.2% in 2013); 3.86% coloured (3.3% in 2013) and 6% Indian (6.6% in 2013). The enrolment of international students declined from 126 to 109 in 2014.

Student numbers funded through NFSAS increased from 361 in 2013 to 368 in 2014.

The Faculty has maintained an overall success rate of above 85%, achieving 87.9% compared to 86.4% in 2013. The undergraduate success rate went from 88.1% in 2013 to 89% in 2014, with the postgraduate success rate also increasing from 82% in 2013 to 85.2% in 2014. The interventions of appointing tutors to assist lecturers with at-risk modules, identifying students at risk early in the year and referring students to academic support programmes has enabled the Faculty to maintain success rates. Conversational isiZulu was introduced as a pilot project for the Departments of Nursing and Radiography during 2014. This will be extended to the Departments of Emergency Medical Care and Podiatry in 2015.

The Faculty notes that the number of graduates has, however, declined from 974 in 2013 to 882 in 2014. This can in part be attributed to the dropout rate from first to second year but is also attributed to the phasing out of some of the post basic nursing qualifications due to regulatory changes, resulting in the number of postgraduates below master's level declining from 247 in 2013 to 221 in 2014.

On a positive note, three more doctoral candidates graduated in 2014 compared to 2013.

Quality assurance remains a key priority within the Faculty. The Faculty's quality plan, as approved by Faculty Board and the programme review schedule for the period 2012 to 2015, continues. The Health Professions Council of South Africa (HPCSA) undertook an audit of the Biomedical Technology and Environmental Health programmes in 2014. In line with the re-circulation of programmes by the Professional Boards of the HPCSA, a Master's in Emergency Medical Care and a PhD in Emergency Medical Care were submitted to the Council for Higher Education (CHE) for consideration. Final approval is pending. A Master's in Public Health was approved by the CHE and is to be offered in 2017.

The Department of Chiropractic is accredited internationally with the European Council on Chiropractic Education and as such UJ students have international reciprocity.

Students are afforded a wide range of opportunities to participate in work-integrated learning within the Faculty's Health Training Centre (HTC). A total of 21 782 patients (consultations and treatments) were seen in HTC clinics and satellite clinics in 2014, compared to 25 977 during 2013 – a decrease of 15.95%. The decrease is as a result of the

consolidation of Optometry clinics on the Doornfontein Campus. Over and above the above-mentioned figures, students screened many patients at various locations, totaling 2 382 compared to 2 223 in 2013.

The limited opportunity for Optometry students in public health care facilities and hospitals remains a concern, however, an MOA was negotiated very late in 2014 with the Gauteng Department of Health and students will have access to related facilities in 2015.

Regarding staff qualifications, 91.75% (80% in 2013) of staff have at least a master's qualification. This includes one fixed-term contract appointee but excludes clinical training grant, contract and assistant lecturer appointees, with 24% of staff holding a doctoral qualification compared to 25% in 2013. Thirty-one staff members are currently registered for a doctorate degree. Ten staff members who are either on contract, clinical grant appointments or employed as assistant lecturers are registered for a master's degree.

The Short Learning Programme Office registered 634 students for Short Learning Programmes (SLPs) in 2014. The SLP Office, as an HPCSA-affiliated service provider and accreditor, saw a significant increase in the number of continuous professional development (CPD) activities for accreditation from various service providers in South Africa. This offers alumni, health practitioners and staff the opportunity to update knowledge and develop an ethos of lifelong learning.

To enhance the Faculty's **international profile for global excellence and stature**, the Faculty has embarked on various strategies.

Representatives from the Departments of Emergency Medical Care, Radiography, Nursing and Optometry attended the Universitas 21 (U21) Health Sciences Conference in China at which the Executive Dean delivered a keynote address. This visit resulted in UJ hosting an international delegate who will conduct a simulation-based learning workshop at UJ in April 2015. The Homoeopathy Department is currently negotiating with Fudan and Shanghai Jiao Tong Universities with a view to collaborating on research and lecturer exchanges, as is the Department of Radiography with the University College Dublin.

The Head of Chiropractic was invited to the University of Zurich, Department of Chiropractic, to discuss their curriculum model and the potential for staff and student exchange programmes. The Department of Radiography successfully hosted a staff member from Canterbury Christ Church University (CCCU) in October 2014. As part of this initiative, a virtual student exchange was successfully hosted between CCCU and UJ students and will continue into 2015. An MOU is currently being negotiated between UJ and CCCU. The Department of EMC hosted a delegation from the United Kingdom and Finland.

As in 2012 and 2013, 16 pre-medicine students from the Appalachian State University (ASU) in the USA spent five weeks in the Faculty. They observed patients in clinics as a preparatory course before entering medicine studies in the USA. In a reciprocal agreement, 11 students from the Faculty will visit ASU. The main thrust of the visit will be to share health policies and experiences, with the focus on leadership development in health. The Department of Radiography hosted two inbound students from Lund University, Sweden. The university is a U21 partner institution.

In addition to the more than 12 MOUs/MOAs currently in place, the Department of Sport and Movement Studies and UJ have entered into an MOA with the Sport University of Cologne, Olympic Studies Centre, and the Department of Radiography and the Laser Research Centre are currently negotiating with Canterbury Christ Church University and Sao Paulo University respectively. Our network in Africa remains on track with the already established collaborative ventures continuing.

The enrichment of a **student-friendly learning environment** that is conducive to learning is a strategic imperative for both UJ and the Faculty. With this in mind, the Faculty has consolidated all programmes at the Doornfontein Campus (DFC) and, with funding from the Department of Higher Education and Training, a clinical training grant has established a state-of-the-art simulation laboratory and Anatomy and Physiology learning laboratory.

The Faculty launched the state-of-the-art clinical training simulation laboratory at the University's Doornfontein Campus as part of the ongoing collaboration between Phillips and the University. Radiography has upgraded

existing facilities, which include a state-of-the-art high definition interactive screen and a 60-seat learning laboratory to allow for technology-assisted learning (TAL) based on sessions in the form of interactive workshops, enhanced by online monitoring and virtual lecturer contact. This will also be available to other departments within the Faculty.

The Department of Emergency Medical Care, in conjunction with the Gauteng Department of Health (Emergency Medical Services), entered into an agreement with medical technology leader Philips, the aim of which is to offer an advanced intensive care transfer service focused on critically ill obstetric and neonatal cases. The Gauteng Department of Health has agreed to provide dedicated staff to assist in the operating of the specialised ambulance.

To achieve UJ's objective of **national and global reputation management**, the Faculty continued to host public lectures and encouraged staff to participate in their respective professional bodies and councils and to be innovative in marketing the Faculty to national and international stakeholders.

A national electronic registry/database for the recording of rapid sequence intubations performed by all Emergency Care Practitioners within the country was developed by the Department of Emergency Medical Care. This database will become live in 2015 and will be hosted by UJ under the HPCSA agreement.

The Faculty hosted two public lectures, of which one was Ethical Dilemmas in Technology-driven Medical Practice. The debate showcased research undertaken by a postgraduate radiography student and was based on clinical practice, research, teaching and ethics. The Division for Institutional Advancement, the Faculty of Health Sciences and Faculty of Management, in partnership with the UJ Library, hosted the first UJ Men's Event dinner with Professor Tim Noakes as the guest speaker, followed by a panel discussion, with medical experts on men's health issues.

At UJ's Community Engagement ceremony, the Faculty was awarded first prize for its Riverlea Project. Riverlea Clinic offers a prime site for interdisciplinary collaboration between the various disciplines within the Faculty. The community initiatives and services offered in Riverlea screened 850 patients that included primary health care, health promotion, early childhood interventions and ultrasound obstetric screening. In addition, support to develop capacity in sport within the schools and the community is provided.

Community engagement activities remain an integral part of the Faculty's strategic imperatives. Services included free and subsidised screening for indigent and community members at different clinics. Collaboration with the City of Johannesburg and the Medical Research Council (MRC), done under the auspices of the World Health Organisation Collaborating Centre for Urban Health (WHOCCUH), continues to contribute to research and development within the Faculty. Various departments are also involved in community outreach programmes in the Soweto Clinic, I.H. Harris School, crèches in Riverlea and at many sporting events.

The following staff members' achievements and public leadership appointments are worth noting:

- Prof. M. Poggenpoel received the prestigious Women in Science Award.
- Prof. A. Swart was elected Chair of the South African Health Sciences Deans' Committee.
- Prof. A. Swart gave a keynote address at the U21 Congress in China.
- Dr C. Yelverton was elected chair of the Education Committee of the Allied Health Professionals Council of South Africa.
- Mr C. Hartnady is the first emergency care practitioner to operate a new concept and state-of-the-art mobile command post in South Africa for deployment at major incidents and rescue exercises.
- Dr. C. Stein is President of the Emergency Care Society of South Africa.
- Prof. W. Harris was nominated and shortlisted for the Lifetime Achiever Award by the NRF.
- Dr C. Lambert is a Council member of the HPCSA and serves on the Minister of Health Advisory Committee.
- Dr S. Eagleton is on the editorial board of the British Journal of Education, Society and Behavioural Science.
- Dr S. Nalla is a reviewer for the Journal of Clinical Anatomy Human Evolution.
- Mrs E. Swanepoel is a reviewer for the Anatomical Society of South Africa.

- Mr S. Mdletshe was awarded a commendation for the National Higher Education Teaching Association South Africa (HELTASA) Teacher Excellence Award.
- Prof. C. Burnett-Louw is the Vice-President of the International Sociology of Sport Association.
- Prof. Y. Coopoo is a member of the American College of Sports Medicine and was also awarded the Researcher of the Year in Biokinetics.
- Prof. C. Roux is a review board member of the South African Journal for Research in Sport, Physical Education and Recreation.
- Dr T. Barnard is Chair of the International Young Water Professional Steering Committee.
- Dr N. Gower was invited to present "Homoeopathy in South Africa: A Regulatory Overview" by the International Council for Homoeopathy.
- Ms I. Metsing is the Chair of the Education Committee of the Professional Board for Optometry and Dispensing Opticians.
- Mrs P. Von Poser is the HESA representative on the Professional Board for Optometry and Dispensing Opticians.
- Prof. A. Nolte and Prof. E. Nel were inaugurated as members of the Academy of Nursing South Africa.
- Prof M. Chabeli and Prof. A. Rubin delivered their professorial inaugural addresses.
- Dr A. Temane and Dr Houreld both received Thuthuka grants for their respective research projects.=

Fitness for **global excellence and stature** requires the Faculty to be financially stable, be representative of the South African population, retain and attract well-qualified staff, be conscious of the environment and manage and mitigate risks as applicable.

The Faculty continued to meet equity targets set by the University. In 2013, 45.3% of academic staff were from designated groups, which increased to 47.1% during 2014. The academic support component comprised 82.97% designated appointees in 2014 compared to 81.85% in 2013.

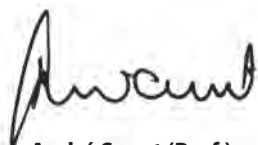
The number of academic resignations was two compared to five for 2013. Three staff members achieved a promotion, one to professor and two to senior lecturer.

The new simulation laboratory facility, together with the service of educators within the departments, places the Faculty as a leader in the area of simulation-based teaching, learning and assessment. The experience and expertise in this area, together with the new resources and facilities, resulted in a number of requests from other universities and role players for assistance and collaboration.

The Faculty subscribes to a sustainable and risk-free environment. A Risk Register serves on the agenda of the Faculty Board, faculty management, academic departmental and support structures committee meetings and is regularly reviewed, updated and assessed. The Risk Register specifically for the HTC is regularly reviewed as legislation changes and health protocols are updated. Contributions to minimising the Faculty's carbon footprint, with specific reference to energy saving, recycling and waste management, is ongoing. The strategically placed recycling bins in the Faculty have enhanced staff awareness.

Some concerns requiring attention include:

- the yet-to-be-finalised building project related to the consolidation of the Faculty;
- infrastructure concerns (such as parking) on the Doornfontein Campus;
- ongoing concerns related to air quality and environmental temperature in offices and laboratories;
- unsuitable venues used for assessment purposes.



**André Swart (Prof.)**

Executive Dean: Faculty of Health Sciences

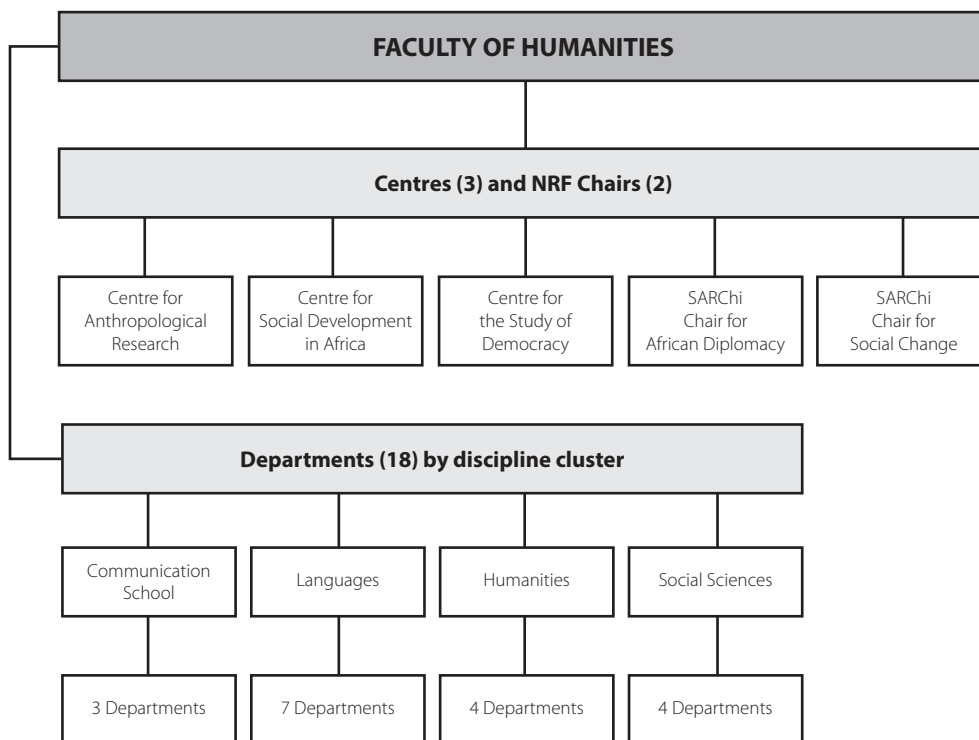
# FACULTY OF HUMANITIES

## OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

### Clusters, departments and schools

The Faculty of Humanities has 18 departments in four clusters, three centres and two NRF Chairs.

**Figure 7: Clusters, departments and schools**



Notes:

- (i) The Faculty is considering establishing Centres around the SARChI Chairs to consolidate their position and facilitate external interfacing.
- (ii) The Faculty is considering splitting Anthropology and Development Studies.
- (iii) The Faculty is considering merging Linguistics and Applied Communicative Skills.
- (iv) The Faculty is reviewing the status of several smaller departments.

### Governance and risk management

The Faculty operates within a rigorous committee structure that undergoes ongoing review



## STRATEGIC FOCUS AND TARGETS

- The Faculty Peer Review, which took place in August 2013, provided some valuable pointers with regard to the redirection of Faculty, based on identified strengths such as the strong postgraduate programmes, research output and the stature of the research centres. A number of task teams translated the recommendations into improvement plans that were implemented during 2014.
- Major accomplishments include the inclusion of the Faculty in the QS World Universities Ranking list (among the top 400 universities, with English and Politics and International Relations in the top 200 in the world). The challenge is to improve on this achievement.
- With reference to enhancing global excellence and stature, Humanities plans to leverage the networking achievements of the Institute for Advanced Studies, the Institute for African Thought and Conversation, the three research centres, the NRF Chairs and those of individual researchers in academic departments to raise its international profile to a new level.
- It is hoped that the creation of a series of inter- and multidisciplinary honours and coursework MA programmes will also attract international students interested in postgraduate programmes with a strong African focus.
- 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, Sweden, the 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 Nanjing Tech University in China. New agreements and partnerships include "Micro-Tracks: tracing ancient cognition and knowledge systems through microscopy". This project, coordinated by Prof. Marlize Lombard, has established new links with universities in Sweden, Canada, England and the Netherlands.

## EMPLOYEE PROFILE

During 2014 the Faculty appointed 55.56% black, 25.93 white and 18.51% foreign nationals.

**Table 38: Academic appointments during 2014**

Black	Foreign national	White	Total
11	5	7	23
47.83%	21.74%	30.43%	100%

**Table 39: Non-academic appointments during 2014**

Black	Foreign national	White	Total
4	0	0	4
100%	0%	0%	100%

**Table 40: Total appointments during 2014**

Black	Foreign national	White	Total
15	5	7	27
55.56%	18.51%	25.93%	100%

The race profile of the Faculty, overall, is currently at 41% designated, 50% white, and 9% foreign national employees.

The attraction and retention of senior equity academic staff remains an ongoing risk. The pool is relatively small, and the private and public sectors are able to offer attractive packages. One further risk that has emerged is poaching by academic institutions that have seemingly relaxed their appointment criteria.

**Table 41: Equity (2010 to 2014)**

	Equity %
2014	41%
2013	41%
2012	34%
2011	30%
2010	28%

## STUDENT PROFILE, STUDENT SUCCESS AND EXPERIENCE, RELEVANCY AND IMPACT OF ACADEMIC PROGRAMMES

### Student profile

**Table 42: Faculty race and gender profile**

		2010	2011	2012	2013	2014
Female	A	2 875	3 156	3 254	3 372	3 603
	C	224	229	219	206	208
	I	194	156	145	129	131
	W	874	712	601	498	428
	Total	4 167	4 253	4 219	4 205	4370
Male	A	984	1 158	1 212	1 338	1494
	C	54	47	43	55	54
	I	62	51	49	46	54
	W	334	272	215	204	195
	Total	1 434	1 528	1 519	1 643	1797
<b>Grand Total</b>		<b>5 601</b>	<b>5 781</b>	<b>5 738</b>	<b>5 848</b>	<b>6167</b>

### Student profile in subsidised academic programmes

**Table 43: Postgraduate enrolment**

	2010	2011	2012	2013	2014
Honours	317	328	307	380	338
Master's	256	268	263	276	281
Doctoral	102	104	119	121	128
<b>Grand Total</b>	<b>675</b>	<b>700</b>	<b>689</b>	<b>777</b>	<b>747</b>

Postgraduate enrolments increased at master's and doctoral level but decreased at honours level in 2014.

### Student success and experience

#### Undergraduate success rate

The 2014 success rate at undergraduate level continues to improve. This growing undergraduate success rate can be ascribed to the various initiatives and interventions undertaken by UJ and the Faculty, the various

teaching-related committees such as the Humanities Teaching and Learning Committee and the First-Year Teaching Committee, and the relentless efforts by our dedicated lecturers and tutors.

The success rates in the Faculty have improved steadily over the five-year period 2010 to 2014. The undergraduate success rate has improved by 6.6% over the last five years.

**Table 44: Success rates**

Post-/ Undergraduate	Qualification Type	2010	2011	2012	2013	2014
UG	Degrees	79.8%	78.8%	83.6%	82.9%	84.2%
	Diplomas and Certificates	82.2%	83.3%	82.4%	86.9%	89.4%
<b>UG Total</b>		80.2%	79.4%	83.4%	83.5%	86.8%
PG	Honours	64.4%	75.3%	77.9%	78.2%	48.2%
	Master's	20.7%	20.9%	18.6%	15.9%	10.7%
	Doctoral	9.8%	10.6%	13.4%	8.3%	10.2%

#### Postgraduate success rate

The postgraduate success rate has fallen for a second year running. It was trending upwards to 2012. In 2014 it dropped below 2010 levels.

**Table 45: Total Humanities graduates**

	2010	2011	2012	2013	2014
<b>Diplomas and Certificates</b>	75	86	80	73	100
<b>Degrees</b>	794	811	956	921	835
<b>Honours</b>	204	247	239	243	161
<b>Master's</b>	53	56	49	33	30
<b>Doctoral</b>	10	11	16	10	13
<b>Grand Total</b>	<b>1 136</b>	<b>1 211</b>	<b>1 340</b>	<b>1 280</b>	<b>1 112</b>

- **Tutors**

The tutorial system contributes significantly to the improved success rates at undergraduate level in the Faculty. This is confirmed both by the numerical trends and by the results of regular evaluations of the tutor system: both staff and students place very high value on it. Expenditure on tutors in the Faculty has increased from R2 281 440 in 2010 to R6 021 870 in 2014. This reflects the fact that tutors have come to play a vital role in the teaching programme of the Faculty.

- **Teaching excellence**

In 2014 Dr Catherine Botha from the Department of Philosophy became the fifth staff member in the Faculty of Humanities to be awarded a Vice-Chancellor's Award for Teaching Excellence since the inception of the award in 2009. Previous award recipients were Prof. Carina van Rooyen of the Department of Anthropology and Development Studies, Prof. Hennie Lotter of the Department of Philosophy, Prof. Nathalie Hyde-Clark of the Department of Communication Studies and Prof. Thea de Wet of the Department of Anthropology and Development Studies. The Faculty has also introduced three teaching prizes, namely a prize for the best first-year lecturer, a prize for the best undergraduate lecturer (excluding the first year) and a prize for the best honours lecturer. The winners of these prizes were respectively Dr Maria Frahm-Arp, Dr Edith Phaswana and Dr Zosa Gruber.

### **Relevance and impact of subsidised academic programmes**

The Humanities Deanery, together with the relevant Faculty committees, have oversight of the quality and relevance of the academic programmes.

The Faculty processes in terms of the management of postgraduate students and postgraduate assessment were reviewed, while the demarcation and relationship that exists between the various committees involved in postgraduate assessment, notably the Ethics Committee, the Plagiarism Committee and the Postgraduate Assessment Committee, were scrutinised.

The review of all the postgraduate programmes will commence in 2016. The Faculty will use this opportunity to open up the BA Honours offerings for inter- and multidisciplinary collaboration between departments in the Faculty and to create at least one multidisciplinary and one joint coursework MA programme.

The Faculty Peer Review was conducted in August 2013. Recommendations made by the panel were translated into improvement plans and these were implemented in 2014.

## **RESEARCH FOOTPRINT AND IMPACT**

### **Research outputs 2014**

**Table 46: Research article outputs submitted to DHET over the last five years**

	<b>SA</b>	<b>International</b>	<b>Total</b>
<b>2014</b>	46.99	102.98	<b>149.97</b>
<b>2013</b>	61.66	88.66	<b>150.32</b>
<b>2012</b>	76.75	106.65	<b>183.4</b>
<b>2011</b>	70.88	72.43	<b>143.31</b>
<b>2010</b>	71.62	63.12	<b>134.74</b>

Notes:

- (i) 2014 output is slightly down on 2013, which was substantially down on 2012.
- (ii) 2014 output remains slightly higher than 2011 output.
- (iii) In 2014, Humanities outputs no longer include the Department of Public Management and Governance.
- (iv) In 2014, Humanities outputs do not include ADS outputs.
- (v) In 2014, ratio of international to national submissions is 7:3, the highest ever recorded (69.8% of total submissions).
- (vi) In 2014, the absolute number of international submissions is at its second highest ever after 2012.

**Table 47: Breakdown of research output submissions to DHET per type 2010 to 2014**

	<b>Articles</b>	<b>Books</b>	<b>Chapters</b>	<b>Proceedings</b>	<b>Total Units</b>
<b>2014</b>	149.97	11	13.17	.43	<b>174.57</b>
<b>2013</b>	150.23	7.62	17.46	2.20	<b>177.53</b>
<b>2012</b>	183.4	6.15	17.4	2.25	<b>209.2</b>
<b>2011</b>	143.31	4.42	10.93	1.25	<b>159.91</b>
<b>2010</b>	134.74	14.86	6.83	2	<b>158.43</b>

Notes:

- (i) Percentage of articles remains basically unchanged from 2013 at about 85%.
- (ii) Changes in the unit value of books and chapters will substantially improve the performance of these categories, assuming roughly similar submissions.

(iii) Assuming roughly similar patterns of submission, the overall subsidy value of Humanities research output should increase substantially, given the relatively large numbers of books and chapters that the Faculty submits.

- **Postdoctoral research fellows (PDRFs)**

The Postdoctoral Research Fellowship Programme is critical for a steady increase in research output, and for contributing to the intellectual profile and activities in the Faculty. In 2014 the Faculty had 35 PDRFs, hosted in Sociology, Politics and International Relations, Greek and Latin Studies, English, Anthropology and Development Studies, Greek and Latin, Philosophy, Religion Studies, the Centre for Social Development in Africa, the Centre for Anthropological Research, and the two NRF Chairs.

- **Rated researchers**

The Faculty had 20 NRF-rated researchers in 2014 and made five successful applications which commence in 2015.

**Table 48: Research ratings**

	A	B	C	P	Y	Total
<b>Existing Ratings in 2014</b>	1	5	11	1	2	<b>20</b>
<b>Successful New Applications</b>	0	2	3	0	0	<b>5</b>
<b>Total at Start 2015</b>	<b>1</b>	<b>7</b>	<b>14</b>	<b>1</b>	<b>2</b>	<b>25</b>

### **Research Centres**

- **Centre for Social Development in Africa (CSDA)**

The CSDA is consolidating its research footprint locally and internationally as a leading research centre in the field of social development. The Centre was launched in 2004 with the aim of contributing to improvements in service delivery, policy debate and the expansion of cutting-edge disciplinary and interdisciplinary research. As it celebrates its ten-year anniversary in 2014, the Centre's diverse research foci contribute to knowledge, strategic thinking, debate, dialogue and critical policy perspectives in government, civil society and in corporate social investment. It has a stellar track record of accredited research output and has a solid pipeline of accepted accredited journal articles. Increasingly, the Centre is involved in the Global South and North international staff and student exchange and is a collaborating partner in socially relevant research.

- **Centre for Anthropological Research (CfAR)**

Thea de Wet, Professor of Anthropology and Development Studies, has been the Director of CfAR since 2011. CfAR consolidated its programme of research in three areas: evidence-informed policy, urban issues, and human biological and cultural origins.

CfAR's Evidence-Informed Policy team, led by Prof. Ruth Stewart, has been particularly successful in securing a number of international grants for conducting systematic reviews on a number of development issues (e.g. micro finance, urban agriculture and smallholder farming in Africa). Recently UJ signed a number of multi-year contracts with various stakeholders and collaborators, including, among others "Building capacity in using research evidence (BCURE)" with the South African and Malawian governments. CfAR also continues its research and activities on urban poverty, migration, food security, livelihoods and media.

The research of Prof. Liz Gunner, a B-rated NRF scientist, focuses on performance and social meaning. She is completing a monograph titled "Sounding the Present: Radio in Difficult Times".

The research at Drimolen in the Cradle of Humankind (which is the third richest hominin-bearing site in southern Africa) continues to shed light on our distant ancestors. Dr Menter is continuing the research at this site with international palaeoanthropology collaborators from a number of institutions with Italy, the UK, the USA, France, Australia and Germany represented. Archaeologists linked to CfAR are also investigating and publishing in local and international journals on the evolution of Stone Age human cognition and knowledge systems.

A number of researchers received funding from the NRF. Prof. Thea de Wet received funding to conduct research on "Changing climate, heat and local knowledge" to be conducted from 2014 to 2016. This multidisciplinary, multi-

institutional project (UJ, the CSIR and the MRC) will combine science and local knowledge to develop and find innovative and integrative health solutions for three communities near Rustenburg who will have to adapt to an increase in temperature of their natural environment due to changing weather and climate.

- **Centre for the Study of Democracy**

The Centre for the Study of Democracy is a joint initiative of the University of Johannesburg and Rhodes University and undertakes research on various aspects of democracy under the Directorship of Prof. Steven Friedman. The Centre focuses on understanding democracy and the specific forms it takes within South Africa and on the African continent. To this end, this centre has developed a substantial research programme. The key component is a programme of research on 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 societal organisations make their voice heard in South Africa and the other African democracies;
- the role of provincial and local government in the exercise of citizen voice.

- **South African Research Chair in Social Change**

This NRF-funded research Chair is held by Professor Peter Alexander. This NRF Chair was renewed in 2014 for another five-year term. Apart from the Chair grant, the Chair raises additional funds from the Rosa Luxemburg Foundation, the Ford Foundation, Atlantic Philanthropies and the mining industry for its research endeavours. The Chair focuses on social change under the banner, "Rebellion of the poor" and has undertaken international comparative research in this field, particularly through its PDRFs.

- **South African Research Chair in African Diplomacy and Foreign Policy**

The SARChI Chair in African Diplomacy and Foreign Policy is the incubator of a research programme that places two concurrent challenges at the centre of its work. These are: the national challenge of honing and refining South Africa's national interests within its 'African Agenda' and the continental challenge of researching Africa's inter-state and international relations with a view to enhancing African agency on the world stage. Research conducted focuses on four broad areas: Africa's evolving peace and security architecture; the operationalisation of the New Partnership for Africa's Development (NEPAD) and the African Peer Review Mechanism (APRM); the role of Africa's Regional Economic Communities (RECs); and, finally, Africa's strategic partnerships in the Global North and the Global South.

In addition to graduate students, the Chair hosts a number of postdoctoral fellows whose work contributes to the vision of the Chair, focusing on diverse areas, including the dynamics of conflict in Kenya, the political economy of southern Africa, and aspects of African diplomacy.

The Chair regularly hosts high-profile events.

The SARChI Chair also collaborates with a number of prominent South African research institutes, inter alia the Institute for Global Dialogue (IGD).

### ***Faculty seminars and events***

In 2014 the Faculty held five Humanities public lectures, and speakers included Dr Fernand de Varennes, Thomas Moschopoulos and Dr Oliver Mtukudzi. The Faculty was furthermore involved in the launch of the Hugh Masekela Lecture Series at Soweto Campus.

The Faculty hosts numerous public academic lectures and seminars, including the prestigious Helen Joseph memorial lecture. The keynote address at the 2014 lecture entitled, "Past, present and future of the ANC Woman's League, and the implication for gender equality" was delivered by Prof. Shireen Hassim from the University of the Witwatersrand. Other prestigious lectures include the N.P. van Wyk Louw Gedenklesing, the E.B. van Wyk lecture series, and the seminar series in Historical Studies, Philosophy, Psychology, English, Politics and International Relations, Greek and Latin and the Humanities. These seminars and lectures, which take place on a weekly basis, often attract prominent international speakers and participants.

The Departments of Sociology and Anthropology and Development Studies host a weekly seminar series, which frequently includes prominent South African and international speakers.

The Afrikaans Department hosted the annual N.P. van Wyk Louw Memorial Lecture, presented in 2014 by Prof. Ena Jansen from Amsterdam.

- **Humanities prizegiving**

Annually, the Faculty honours its top achievers at a Humanities prizegiving 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. At the 2014 event there were 108 recipients. This included 11 PhD graduates.

- **Dean's List**

The Dean's List, hosted late in the second semester, identifies those from second-, third- 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. The 2013 Dean's List represented students from all qualifications, with averages exceeding 90%; in total there were 35 second years, 102 third years and 65 honours students.

- **Creative writing prizes**

The UJ Prize for Creative Writing in Afrikaans for 2014 was awarded to Marlene van Niekerk for her anthology *Kaar*, and the UJ Debut Prize went to Dominique Botha for *Valsrivier*.

The UJ South African Writing in English award-winners for 2014 are Dominique Botha, for *False River* (Debut Prize), and Lauren Beukes, for *The Shining Girls* (Main Prize).

## INTERNATIONALISATION

**Table 49: International students**

	2010	2011	2012	2013	2014
International	247	260	273	267	288

The Faculty has 18 international staff making up 9% of its employee profile.

Most departments have lecturers visiting international institutions, either to present a paper or just as a delegate. Departments also host foreign visitors; these visitors present public lectures and speak as guest lecturers in the departments.

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

### **Community engagement**

Community engagement is an integral part of most departments within Humanities, with staff involved in 16 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.

2014 also saw the beginning of exciting new CE projects; these include Babies Behind Bars, a service learning project where third-year Corporate and Marketing Communication students developed a media strategy for an NPO. Babies Behind Bars is a non-profit organisation focused on the well-being of babies born and raised in prison in South Africa and Namibia. Another exciting project is a community-based research project in the Department of Social Work investigating gender-based violence in schools. *Matla a bana* (working on the issue of child abuse) and *Izindaba zokudla* (growing small scale vegetable gardens and forming co-operatives to sell the produce) are two examples of successful community projects.

## CONCLUSION

The strengths of the Faculty remain its strong academic focus, and the diversity and breadth of its academic activities. However, the Faculty has seen slowing performance in several important areas, including some closely related to its traditional strengths (e.g. research output). Underlying this slowing is a lack of clear and connected planning. To address this, the Faculty will develop a Business Plan during the remainder of 2015, covering all aspects of the Faculty's operations and charting the course for the next several years.

The major challenges that this plan will need to address include the following:

- Increasing the research productivity of the Faculty: improving output of permanent staff members; growing the research associate and postdoctoral research fellow populations; growing postgraduate student outputs.
- Managing enrolment numbers: bringing postgraduate enrolments up; reducing overall undergraduate enrolments; addressing the situation of departments with dangerously low numbers at either UG or PG level.
- Improving success rates at postgraduate level.
- Managing the race and gender profile of the Faculty, especially at senior level.
- Managing the retirement of a large number of professors and associate professors in the next two years.
- Growing international collaborations and exchanges of people and knowledge.

A handwritten signature in black ink, appearing to read 'Lionel Posthumus', is centered on the page. The signature is written in a cursive, flowing style.

**Lionel Posthumus (Prof.)**

Acting Executive Dean: Faculty of Humanities



# FACULTY OF LAW

## **NATIONAL AND INSTITUTIONAL CONTEXT**

Although the Faculty of Law is the smallest of the nine faculties of the University in terms of some indicators, it does not allow this fact to define it. In the national context, the Faculty is one of the largest law schools or faculties. Indeed, when the substantial number of non-law students registered for service modules offered by the Faculty is also taken into account, it is the largest School or Faculty of Law of the residential universities.

## **STAFF PROFILE**

At the close of the academic year on 31 December 2013, the Faculty had 47 full-time academic members of staff (excluding the Dean) who were appointed permanently or on fixed-term contracts exceeding one year. There were 15 professors (including a professor emeritus), one associate professor, nine senior lecturers, 18 lecturers and four assistant lecturers. All of 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. Twenty-three (48.9%) of the full-time academic members of staff were female and 18 were (38.3%) black. Eight had NRF ratings. The Faculty also employed six postdoctoral fellows during the year. In 2014 a former executive director of the Academic Development and Support Division was employed on a temporary basis to oversee a staff training and mentorship programme for newly appointed law lecturers.

Thirty non-academic members of staff (excluding the Dean) rendered support services in the five academic departments of the Faculty; the Law Clinic; the Faculty's division administering non-subsidised programmes; and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law. Twenty-three (76.7%) of the full-time non-academic members of staff were female and 16 (53.3%) black.

## **TEACHING AND LEARNING**

### ***Student profile***

In 2014, 1 707 students were registered for the Faculty's undergraduate and postgraduate programmes. The Faculty achieved 98% of its undergraduate enrolment target and exceeded its postgraduate enrolment target. For several years now, the majority of students in the Faculty have been female, and the percentage of female students in 2014 increased marginally to 59.3%.

74.8% of first-time entering law students who registered in 2014 had an APS of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is halved). 51.7% of the first-time entering law students were from high-performing South African schools (Quintile 5), while 21.5% of them were from schools finding themselves in the lowest two quintiles (Quintiles 1 and 2).

Teaching in the Faculty is split between teaching traditional law modules to law students and teaching service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2014, the module registration in the traditional undergraduate law modules was 8 438 and 7 679 in the

undergraduate service modules. In addition, the module registrations in the master's programmes in Law by coursework was 257 and the Faculty taught 16 students registered for an honour's degree in another faculty.

### **Success rates**

Based on course registrations for Higher Education Management Information Systems (HEMIS) reporting, the success rate for the undergraduate service modules was 88.4% (2013: 77%), and averaged out with the 83.8% (2013: 80%) success rate in the traditional undergraduate law modules to an overall undergraduate law modules to an overall undergraduate module success rate in the Faculty of 86% (2013: 78.4%). Expressed as Full-time equivalent (FTE) degree course success rates, the success rate in respect of the undergraduate service modules was 88.4% (2013: 77.6%), and averaged out with the 82.5% (2013: 79.6%) success rate in the traditional undergraduate law modules to an overall undergraduate module success rate in the Faculty of 84.9% (2013: 78%). Senior students were employed as senior tutors and tutors to mentor their junior counterparts which contributed to the improved success rates.

### **The first-year programme**

The first-year experience commences at orientation when a First-Year Seminar (FYS) is held. In a "My career in law" session, students are introduced to members of the legal profession and can engage with these professionals in a question and answer session. Tutors are viewed by our students as an extension of the academic staff and are introduced to first-year students during the FYS. The UJ First-Year Experience coordinator reported as follows regarding the initial students' experience survey conducted after the FYS: "The level of student experience and orientation experience in your Faculty is consistently higher than the UJ average".

The Faculty's first-year programme continues after the FYS 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 order to ensure that the Faculty's first-year programme provides a social and academic introduction to being a successful law student, it includes visits to the High Court, a Magistrate's Court and the Constitutional Court. During these visits, learning occurs in a variety of modalities. All first-year students at the Faculty also take part in internal moot assessments and have the opportunity to display research and oral advocacy skills in the Moot Court at the University.

### **Teaching innovation and quality control**

On second-year level, the Faculty cooperates with the Writing Centre in respect of the Law of Delict in terms of a system of writing support and development on second-year level that receives financial support from the Attorneys' Fidelity Fund. Citizenship forms an integral part of the syllabus and is particularly at the centre of several modules, notably Constitutional Law, Bill of Rights and Administrative Law. To promote students' leadership, the Faculty assisted the students in successfully running a UJ Student Chapter of the Black Lawyers Association. On 14 August 2014 the Chapter and Faculty jointly hosted a seminar with the title *LLB: the bigger picture*. The seminar was attended by dignitaries such as Judge President Ronnie Bosielo of the Supreme Court of Appeal, while speakers included retired judge Bernard Ngoepe, the deputy minister of Justice and Constitutional Development, John Jeffery, and the CEO of the Law Society of South Africa, Nic Swart.

Module and teaching evaluations were conducted in terms of a Faculty Quality Plan submitted to the Senate Quality Committee. In addition, reviews by panels including external experts were conducted for one of the Faculty's master's-by-coursework programmes and two non-subsidised programmes.

### **Moots**

The Faculty's top undergraduate achievers are given the opportunity to participate in local and international moot court competitions. The Faculty has been participating in the African Human Rights Moot Court Competition for many years. In 2014 the difficult decision was made to withdraw from the competition as a result of travel warnings issued relating to the risk posed by the Ebola virus. The Faculty then accepted an invitation to have the students chosen for the competition participating in the 14th All Africa International Humanitarian Law Moot

Competition that was held in Arusha, Tanzania from 15 to 23 November 2014. The competition was arranged by the Regional Delegation of the International Committee of the Red Cross with support from the International Criminal Tribunal for Rwanda.

Between 2 and 4 October 2014, four teams represented the Faculty at the Kopsie First-year Moot Court Competition in Bloemfontein. Under the supervision of the lecturer, the law mentor and three senior tutors with extensive moot court experience, the participants were trained in the drafting of heads of argument and oral advocacy skills. The teams took part in moots against a number of universities from around South Africa in the Free State High Court on Friday 3 October 2014. One of the UJ teams advanced to the semi-final rounds which were held at the Supreme Court of Appeal on Saturday 4 October 2014. Although the UJ team did not proceed to the final, they were commended on their mooting skills.

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 module Introduction to Legal Studies and Law of Civil Procedure.

### ***Degrees conferred***

The Faculty conferred 305 undergraduate degrees during three graduation ceremonies held in 2014. One hundred and seventy-nine students were registered for master's studies, while 50 master's degrees were conferred in 2014. In terms of the results of the 2014 institutional survey of graduate employability, 85.1% of the Faculty's graduates found employment within three months of graduation, and 97.3% within a year. The Faculty retains contact with its alumni by virtue of its annual Prestige Evening, as well as the annual function for LL.M graduates, LL.D graduates and selected alumni. Mr Patrick Gaspard, the Ambassador of the United States of America to South Africa, accepted an honorary doctorate in law on behalf of President Barack Obama at a graduation ceremony held on 22 May 2014.

### ***Non-subsidised programmes***

In 2014, the Faculty presented 13 non-subsidised programmes ranging from short learning programmes to certificates and prestigious diplomas in a variety of topics, including labour law, tax law, forensic investigations, money laundering control, compliance, corporate law and the drafting and interpretation of contracts. In 2014, 1 723 students enrolled for these programmes. The module enrolment was 2 825. Of these, 2 498 students (88.4%) passed the modules for which they were registered. The programmes generated an income of more than R17.6 million, which resulted in a net surplus to the Faculty of around R4.5 million.

### ***Recognition of top achievers***

The Annual Prestige Evening is a prizegiving function which has become an established event on the Faculty's calendar. Almost all of the top large commercial South African law firms sponsor prizes and bursaries for this function. 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 24 April 2014, awards, prizes and bursaries were handed out in 77 categories to 128 recipients. At an awards ceremony held on 11 September 2014, 12 law students received certificates as first-year top achievers. Twenty students joined the uJenius Club in 2015 based on their academic performance in 2014. Judge Ronnie Bosielo was awarded the UJ Dignitas Award at a function held on 14 November 2014. As Judge of the Supreme Court of Appeal, Judge Bosielo has reached the highest judicial office in South Africa of all the Faculty's alumni.

### ***Local partnerships***

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. Several of the Faculty's lecturers and clinicians have been involved in presenting programmes as part of 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. 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 15 April 2014. This event is jointly hosted by the Faculty and PsyCaD.

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 UJ students. In events co-hosted by the library, Constitutional Judge Edwin Cameron and Judge Zeenat Carelse presented talks to students and members of the public.

### ***International partnerships***

The Faculty signed new Memoranda of Understanding with the *Universidade Agostinho Neto* (Angola) and the National Law University Delhi. Its memorandum with the University of Antwerp (Belgium) was renewed. In addition, the Faculty has active exchange agreements with ten other foreign universities.

The Faculty and its members have strong international relations, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty. This included a delegation from Sri Lanka that visited the Faculty on 23 June 2014. In addition, the Faculty serves as an information centre for the Hague Conference on Private International Law in terms of a formal agreement. The Executive Dean of the Faculty participated in the VC's visit to the University of Augsburg (Germany). The Faculty presented an inbound study-abroad programme to students from Cornell University during January 2014. This was followed by a visit by the Vice-Dean of that university and negotiations to conclude a memorandum of understanding. An advanced Traditional Justice Workshop was presented to members and staff of the Faculty, Tel Aviv University and Hebron University from 23 June to 4 July 2014.

## **RESEARCH**

### ***Publications and conferences***

The Faculty hopes that by the time the University's research claims are submitted to the Department of Higher Education and Training, it will submit a claim of at least 56 subsidy-generating publication units in respect of articles published by members of the Faculty. It will also seek to submit claims in respect of eight chapters in books and five conference proceedings. Faculty members were involved in updating several standard law textbooks and contributed numerous chapters in non-subsidy-generating books.

Members of the Faculty have also been responsible for several other publications. These include articles in non-accredited journals, several book reviews and the updating of loose-leaf publications. Annually, Faculty members present approximately 100 research papers at conferences, symposia, workshops and the like, of which approximately a third are abroad. A member of the Faculty was awarded the 2014 prize by the ATKV and SA Akademie for the best scientific article published in Afrikaans, and another for the best article published in the *Journal of Contemporary Roman Dutch Law* in 2014.

### ***Public events***

Apart from public events mentioned elsewhere, a memorial lecture in honour of the late Professor Carl Mischke was held on 24 July 2014. A function to launch *Essays in honour of Frans Malan*, who retired as judge of the Supreme Court of Appeal, was held on 2 September 2014. The first Annual Forum for Medicine and the Law was hosted on 27 November 2014. The public interest generated by the Oscar Pistorius murder trial saw several members of the Faculty participating in radio and television shows. Six law students participated in a breakfast show of Jacaranda 94.2 on 11 September 2014. An ordinary Faculty seminar, held on 22 July 2014, dealing with legal issues relevant to the case, attracted unusual external interest.

## **Research centres**

The Faculty had four active research centres in 2014, namely the Centre for Private International Law in Emerging Countries, the Centre for Banking Law, the Centre for 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. In addition, the NRF Chair in Public International Law functioned within the domain of the Faculty.

### **Centre for Banking Law**

The 36th consecutive Annual Banking Law Update (ABLU™) was held on 15 May 2014 under the auspices of the Centre for Banking Law. The two foreign keynote speakers were Professor Agasha Mugasha of the University of Essex, and Professor Nelson Enonchong of the University of Birmingham. Professor Mugasha is formerly from Uganda and currently chairs the Ugandan Law Commission while Professor Enonchong is formerly from Cameroon. The Director of the Centre also presented invitation seminars on construction guarantees in Namibia and Botswana.

### **Centre for International and Comparative Labour and Social Security Law (CICLASS)**

The year 2014 marked the 20th year of existence of the Centre for International and Comparative Labour and Social Security Law (CICLASS). As in the past, the Centre continued to maintain a number of collaborative relationships with colleagues and institutions locally (e.g. Friedrich Ebert Stiftung, South Africa Office) and overseas (e.g. Max Planck Institute for Social Law and Policy, Munich, Germany). In addition, the Centre regularly participated in the activities of the Southern African Social Protection Experts Network (SASPEN) and was represented on SASPEN's Steering Committee. The Director of the Centre lectured on South African and international social security law to postgraduate students at Erfurt University of Applied Sciences (Germany).

### **Research Centre for Private International Law in Emerging Countries**

The Director is a member of the Working Group on Choice of Law in International Commercial Contracts of the Hague Conference on Private International Law. He contributed to the drafting of the Hague Principles on Choice of Law in International Commercial Contracts and the Official Commentary of the Hague Conference on the Hague Principles, specifically on the Preamble, Art 4 on tacit choice of law and Art 5 on formal validity. The Director also provided the comments that were presented by the government of the Republic of South Africa to the Hague Conference during 2014 on the content of the Official Commentary. The Hague Principles will probably be adopted by the Hague Conference during March 2015; it will then constitute one of the foundational documents of International Commercial Law.

The Deputy Director is a member of the Working Group for the Judgment Project of the Hague Conference on Private International Law. This project is relevant for the proposed African Principles of Commercial Private International Law, referred to below.

The Director is a member of the Governing Council of UNIDROIT (the International Institute for the Unification of Private Law) in Rome, Italy (best known for the UNIDROIT Principles of International Commercial Contracts). He attended the Annual Council meeting in that capacity, which was held in Rome during May 2014.

The Research Centre facilitated an agreement with UNIDROIT in terms of which the UJ Law Library was appointed as a repository library for UNIDROIT publications. It is the first university library in the country to be so appointed.

A further agreement was concluded with UNIDROIT in respect of internships at UNIDROIT for junior staff members and students who obtained the LLM in International Commercial Law. Three junior research associates submitted research proposals to UNIDROIT during 2014 in terms of this agreement. Their proposals were accepted by UNIDROIT and they will be sponsored by the UNIDROIT Foundation to complete a month-long internship at UNIDROIT in June/July 2015. A junior research associate attended a three-week summer school at The Hague Academy of International Law funded by a bursary granted by the Academy.

Discussions continued with the international law division of the Department of International Relations and Cooperation (DIRCO) to promote a proposal to the African Union for the drafting of the proposed African Principles on Commercial Private International Law by the Research Centre.

A conference with three international organisations based in The Hague was held on 9 September 2014 at the University with the theme *Building a global framework to facilitate trade and investment*. Prominent officials of the Hague Conference of Private International Law, the Permanent Court of Arbitration and the International Court of Justice delivered papers. Papers were also delivered by the Director and Deputy Director of the Research Centre.

### **South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)**

SAIFAC contributed significantly to constitutional and public law during the reporting year and raised its international profile. Its Director published an article in one of the highest-rated constitutional law journals in the world, *International Journal on Constitutional Law*, and its researchers published in top South African journals.

A contribution was made to a book by Hart Publishing that included some of the top constitutional law academics from around the world. SAIFAC's director also co-edited a special edition of the journal *Theoria* which emerged from its 2013 conference on egalitarian liberalism. Moreover, staff presented papers to universities around the world, including the University of Oxford, Complutense University in Madrid, the Autonomous University in Barcelona, and the University of New South Wales in Australia. Three members of SAIFAC's staff presented papers at the major conference on 20 years of South African Constitutionalism at the New York Law School. SAIFAC also welcomed its first postdoctoral fellow who works in the area of customary law, gender and business and human rights.

SAIFAC has continued to advance its goals of being at the cutting edge of legal discourse and stimulating academic engagement in key areas. With the support of the Konrad Adenauer Foundation, it managed to organise two successful conferences during 2014. Given that it was the 20th anniversary of South African democracy, a conference was held on the topic of *Political rights since 1994*. The conference started with a panel of key editors from the media concerning their role, which raised the profile of the conference. Papers were presented on topics which included the relationship between socio-economic rights and political rights, prisoner's rights, internal party democracy and party political funding. The conference will result in a special focus in the *South African Journal on Human Rights* in early 2015.

The yearly Constitutional Court Review Conference took place in December 2014 and once again produced a set of papers for this annual journal. Professor Sandra Fredman from the University of Oxford was one of the lead authors and gave a paper on the right to education which has seen much activity in the courts in recent years. Other symposiums considered the role of the judiciary in South Africa and customary law and a number of papers focused on specific cases decided recently.

To promote constitutionalism and human rights more widely in society as a whole, SAIFAC continued to work together with the Constitutional Court's clerks to produce the Constitution Hill Debating Tournament. The aim of the tournament is to educate learners about the Bill of Rights in an exciting, informal format, as well as to develop their analytical and oratory skills. In 2014, the project grew to involve 50 previously disadvantaged schools in Thembisa, Katlehong, the Johannesburg CBD and Soweto. Eight of the schools were selected for the quarter- and semi-finals, which took place at Constitution Hill where the teams were given a tour and talk about the history and origins of the Bill of Rights. The finals took place in the historic venue of the Women's Jail. In this way, SAIFAC continues to use its expertise in fundamental rights to improve learners' understanding thereof and to deepen a culture of respect for rights in our society.

SAIFAC made a number of submissions and comments to provincial legislatures and the executive concerning several laws relating to the environment and animal welfare. SAIFAC's director was also elected to the senior position of Secretary General of the International Association of Constitutional Law at its World Congress in Oslo in June 2014. SAIFAC was also honoured to be accepted to host a round-table of the association, which only a

very limited number of institutions have been selected to host, on the topic of reconceiving the separation of powers in Johannesburg in May 2015. SAIFAC was also asked to partner with Renmin University in China on a conference in Beijing in April 2015 on lesbian, gay, bisexual, transsexual and intersexual (LGBTI) rights.

#### **NRF Research Chair in Public International Law**

The Chair held several seminars in 2014 and hosted visitors from Russia, Slovenia, Australia and Germany. Four postgraduate students were also sponsored to attend conferences in Turkey, Ghana, the USA and Argentina. One student successfully submitted his LLD thesis in 2014 and will graduate in 2015. The Chair received a *Wiederaufnahme* from the Alexander von Humboldt Foundation, which enabled him to spend a month at the Max Planck Institute for Public International Law in Heidelberg, Germany.

#### **Flagship programme in International Commercial Law**

The University structures approved that the LLM in International Commercial Law (by coursework) be developed as a flagship programme in the Faculty. A distinguished professor and distinguished visiting professor were appointed towards the end of 2014 and the foundations were laid to launch International Commercial Law as a focus area of the Faculty in 2015. This included starting the processes to appoint a visiting associate professor from the University of Auckland, and recruiting seven research associates, an assistant lecturer, a senior tutor, a postdoctoral fellow and an academic assistant.

#### **Law Library**

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 researchers to produce publications of international stature. Foreign visitors are consistently impressed by the Law Library, and confirm that it is world-class. The Faculty has a close relationship with the law librarians and values their contributions to the success of the Faculty, including the training they provide to our undergraduate and postgraduate students. The Faculty also partnered with the library to host prominent speakers on a variety of topics.

#### **Journal of South African Law**

The *Journal of South African Law*, better known by its Afrikaans acronym *TSAR – Tydskrif vir die Suid-Afrikaanse Reg*, is edited by members of the Faculty. Since its launch in 1976, the journal has grown into a respected publication which in 2009 was included on an internationally acknowledged leading list of accredited journals in the *Social Sciences Citation Index (SSCI)*. The SSCI is currently known under the acronym ISI and still under the auspices of Thomson-Reuters in the US. By becoming one of only a handful of South African law journals to be included on an internationally acknowledged list and the only general legal journal to attain this standing among internationally acclaimed and accredited journals, the scholarly content of the journal is recognised internationally.

This stature was further enhanced by the journal being fully indexed and covered by SCOPUS under the auspices of Elsevier in Europe. SCOPUS is 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. *TSAR* has been available on HeinonLine electronically for two decades. This coverage has enlarged the international footprint of the journal and the research published in it, to the advantage of the authors, and serves as a showpiece for the University.

The journal appears four times a year and is published by Juta Publishers. It is one of South Africa's most voluminous journals and consisted of 930 pages in 2014. Sixty-six academic contributions meeting the stringent double-blind peer-vetting requirements were published, including 37 from non-UJ affiliated contributors, of whom five were from foreign countries (Germany, Belgium and China). This is a clear indication of the internationally accepted standing of this journal and no other first-league South African legal journal can boast more foreign contributors.

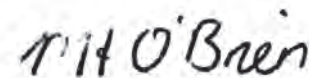
The contributions in the journal have been quoted (and often followed) by our courts in reported judgments over the years, including by the Supreme Court of Appeal and the Constitutional Court. Every rated legal textbook on South African law contains numerous references to, and citations of, contributions that have been published in *TSAR*. Contributions published in this journal are also often cited in international publications.

*TSAR* acts as a proud ambassador for the University of Johannesburg by flying the University's banner in many a foreign research collection. It is the only South African law journal to be included in the renowned *KJB Index* published under the auspices of the German *Bundes Gerichtshof* or Supreme Court of Appeal in Karlsruhe, Germany.

*TSAR* received a very good review from the Academy of Science of South Africa (ASSAf) in its *Report on grouped peer review of scholarly journals in law and related legal fields* published in October 2014. The consensus review was: "The editor of *TSAR* is a respected legal academic of high standing ... the quality of the articles published is good overall ... the journal should continue to be listed on Department of Higher Education and Training's list of accredited journals". While inviting the publisher to consider joining the evolving SciELO-South Africa Platform, the review panel unfortunately did not provide a practical solution as to how the journal should be funded if it has no paying subscribers.

## **THE LAW CLINIC**

The University of Johannesburg's Law Clinic continued to operate at three offices, namely the Soweto Campus Law Clinic (with two attorneys), the Doornfontein Campus Law Clinic (with one attorney) and the Auckland Park Kingsway Campus Law Clinic (with two attorneys). Two hundred and thirty-three of the students who were registered for the subject Applied Legal Studies performed clinical work at the Law Clinic. A total of 1 762 consultations with members of the community with low or no income have been conducted by final-year law students. The value of the free legal services rendered by the students, when considered against an average bill-out rate in a private attorney's practice of R8000 per hour, amounts to R14.1 million. In July 2014 a high-ranking law delegation from Nepal visited the Soweto Law Clinic. During December 2014 the Law Clinic also received a visit from a delegation, the United Nations Development Programme Global Study on Legal Aid, which was conducting a study for the United Nations.



**Patrick O'Brien (Prof.)**

Executive Dean: Faculty of Law



# FACULTY OF MANAGEMENT

## **What we do**

The Faculty of Management is about the development of sought-after organisational leaders creating legacies in collaboration with both the public and private sectors. Consequently, its teaching, learning and research stay relevant, its graduate employment rate stays around 90% and its third-stream revenue and cash reserves grow steadily.

Our journey over the past four years marks systemic and systematic improvement of the quality of commerce education and training offered to our country and continent. In growing a new generation of managers and leaders, we focus on contributing knowledge and the practice of sustainable development. Thus, we have aligned ourselves with reputable global research partners. These initiatives have deepened our insight into impactful teaching, learning, research, innovation, commercialisation and third-stream revenue.

Despite progress, we are barely touching the tip of the iceberg in exploring Africa's problems. Therefore, we continue to grow capacity to influence productive decision-making, ultimately striving to be change agents, shifting future leaders' mindsets from political to intellectual activism.

## **How we go about our business**

Travelling far requires travelling together. In being responsive to a changing environment, we direct our contributions through five knowledge production hubs: Consumer Intelligence and Information Systems, Private Sector Management and Leadership, Public Sector Management and Leadership, Transport and Logistics, and People Leadership.

These hubs include nine academic departments and schools, five centres and an institute, all serving three Faculty value chains: postgraduate, undergraduate and continuing education. These hubs are the platforms from which multidisciplinary teams design innovative organisational solutions. Thus, we foster entrepreneurship, social enterprise development, poverty alleviation, knowledge management, leadership in emerging economies, as well as competition and ownership in land passenger transport.

## **Looking in the mirror**

In 2014, we had a good look at ourselves, in a clear mirror, in bright light.

### ***International Faculty review***

The sense and the sensibility of the Faculty of Management's strategic direction were reviewed by a panel of globally renowned professors, who also advised on how to support the UJ aspiration towards global excellence and stature. The panellists, chaired by Prof. Wayne Cascio, were as follows:

- Prof. Wayne Cascio (Distinguished Professor and Robert H. Reynolds Chair in Global Leadership, Business School of the University of Colorado Denver, USA);
- Prof. Ang Soon (Head: Division of Strategy, Management and Organisation, College of Business, Nanyang

Business School, Nanyang University of Technology, Singapore; Goh Tjoei Kok Chaired Professor and Head of the Division of Strategy, Management and Organisation; Executive Director for the Centre for Innovation Research in Cultural Intelligence and Leadership);

- Prof. David Hensher (Director: Institute of Transport and Logistics Studies, Business School, University of Sydney, Australia);
- Prof. Helen Anderson (Dean: School of Business and Economics and Vice-Rector, Linnaeus University, Sweden);
- Prof. John M. Luiz (Professor and Director of International Relations: Graduate School of Business, University of Cape Town, South Africa);
- Prof. Sang M. Lee (Distinguished Professor of Global Strategy, Department of Management, University of Nebraska-Lincoln, USA; President of the Pan-Pacific Business Association).

### **Postgraduate reviews**

International and local expert panellists reviewed the governance of the Faculty's postgraduate programmes and its global and regional status. International panellists included:

- Kim Østrup (Former Vice-President, IBM Denmark, Denmark);
- Prof. Thomas Froëhlicher (Director General & Dean, Université de Liège, HEC Management School, Belgium);
- Prof. Dianne Bevelander (Associate Dean: MBA Programmes, Rotterdam School of Management, Erasmus University, Netherlands);
- Prof. Michael Osbaldeston (Director: Quality Services Unit, European Foundation of Management Development, Belgium);
- Prof. Robert Roe (Honorary Professor: Organisation Theory and Organisational Behaviour, School of Business and Economics, Organisation and Strategy, University of Maastricht, and Visiting Professor, University of Valencia, University of Trento, University of British Columbia, University of Johannesburg; Leibniz Professor at the University of Leipzig, Germany).

National panellists included:

- Prof. Frikkie Herbst (School of Business and Finance, University of the Western Cape);
- Prof. Helena van Zyl (Director: Business School, University of the Free State);
- Prof. Ian Rothmann (Head Research: Vaal Triangle Campus, North-West University);
- Prof. Karel Stanz (Head of Division: Human Resource Management, University of Pretoria);
- Prof. Madele Tait (Head of Department: Marketing Management, Nelson Mandela Metropolitan University);
- Prof. Miemie Struwig (Director: School of Management Sciences, Nelson Mandela Metropolitan University);
- Prof. Stella Nkomo (Department of Human Resources Development, University of Pretoria).

### **Undergraduate reviews**

A total of 43 undergraduate programmes were reviewed by 258 national industry leaders and academic peers from South African-based industries and universities.

### **So what?**

Consolidating the findings of all the reviews at Faculty-level provided five priceless sets of insights.

- Strategies to improve the Faculty programme qualification mix from internal quality assessments and external market response data.
- Steps to incorporate global shifts in postgraduate excellence, including the use of technology as a teaching quality enabler in postgraduate work, and strategies to shift the dissemination of knowledge towards higher-end international journals.
- Strategies towards co-creation and co-branding of excellence. In essence, motivating academics to learn from each other and share experiences through knowledge production hubs. These discussions prompted the establishment of the Johannesburg Business School (JBS).
- Strategies to differentiate the Faculty and to develop gravitas through research partnerships with at least equal, or better, universities, centred on Africa-centric knowledge in management, leadership and cultural research distinguishing Africa.

- Strategies to attract students from other African countries and the globe in order to be truly “anchored in Africa”.

## **Looking out of the window**

By December 2014, the Faculty business model had yielded substantial results. The following milestones map some of the strengths and weaknesses influencing the evolution of the Faculty of Management.

### ***Attracting talented staff***

Talent management remains the critical driver of Faculty success. Analysis of movement in full-time and fixed-term contract positions from 2011 to 2014 indicated variation in staff turnover at 6% ±1%. This is satisfactorily lower than either the higher education sector benchmark (10%) or the corporate sector benchmark (8%).

Of the 67 members of staff who left the Faculty, 76% were academics, 15% administrators and 9% support staff. Most academics left for better financial prospects in the corporate world (41%), followed by promotion at other universities (20%), retirement (18%), families being relocated (14%), or services being terminated due to non-performance (8%).

Fortunately 82 new members of staff have joined the Faculty, reducing vacancies by 15 positions. Overall, the Faculty has gained 25 employees over the last five years, of whom 52% were academics, 28% were administrators and 20% support staff. The largest talent gain was made in the appointment of academics from designated (47%) and foreign (17%) groups, whereas the largest talent loss flowed from non-designated staff (36%), attracted by better promotion and financial prospects at other universities or the private sector.

By December 2014, 97% of permanent or fixed-term academics had been qualified at master’s level and 38% at doctoral level. Congratulations to Dr Albert Wort, Dr Madeleine Geldenhuys, Dr Jenny Gobind, Dr Roelien Brink, Dr Danielle Nel and Dr Milena Ivanovic on the achievement of their doctorates in 2014.

In 2014, the number of National Research Foundation rated researchers increased from seven to 11. Congratulations to newly rated researchers Prof. Carl Marnewick, Prof. Adèle Thomas, Prof. Christine de Meyer and Dr Kennedy Njenga. Our appreciation goes to the contributions of previously rated researchers, namely Prof. Chris Rogerson, Prof. Adeline du Toit, Prof. Gert Roodt, Prof. Deon de Bruin, Prof. Fanie Cloete, Prof. Wilfred Ukpere and Dr Carin Hill.

Congratulations to Prof. Gert Roodt (Vice Dean: Research) who was awarded the Distinguished Global Leadership Award by the Pan-Pacific Business Association (PPBA) in 2014, an honour bestowed to only a few fellows of the association.

Congratulations to the lecturers who were acknowledged as Future-fit Lecturers of the Faculty of Management – Dr Isolde Lubbe, Joel Arthur, Prof. Martie Mearns, Mariette Frazer and Beate Stiehler (undergraduate programmes) and Prof. Geoff Goldman (postgraduate programmes).

The past year also saw the enrichment of the Faculty talent pool with the successful incorporation of the Department of Public Management and Governance. Our new colleagues have already realigned their programmes to the management and leadership needs of the public sector.

The Faculty also invested in the art of sustainability management, determinedly seeking input from academic disciplines quite unlike our own. Initiatives kicked off with four colloquia on sustainability management in May 2014. Following months of global consultation, the Faculty of Management’s Position Paper on Sustainability Management emerged, written in the context of management science, drawing heavily on the strategy and organisational learning of the UJ Faculty of Management.

The position paper paved the way to the appointments of Honorary Prof. Sander van der Leeuw (in Sustainability Management from the Global Institute of Sustainability, Arizona State University) and Prof. Trevor Manuel (in Public Management and Leadership, based on his performance as a globally respected former National Minister and Chair of the National Development Plan). Distinguished visiting professor appointments included Prof.

Maureen Pirog (in Public Management and Governance from the School of Public and Environmental Affairs, Indiana University), Prof. Jarkko Saarinen (in Sustainability Management from the Department of Tourism and Environmental Studies, University of Oulu, Finland) and Prof. Howard Thomas (in Sustainability Management, Singapore Management University, Singapore).

Of further significance is the launch of the Dean's Leader Development Programme. This internal investment of R3.5 million from our trust funds will enable and empower 50 future Faculty leaders to gain exposure to international best practice in multidisciplinary academic work.

### ***Attracting quality students***

The percentage of first-year students with an Admission Point Score of at least 35 had improved by 8% to 19% by the end of 2014. To put this into perspective, 576 of our intake of 2 882 first-year students averaged at least a C-symbol in matric. Progress may seem slower than planned, but we are pleased with the way in which the curve is swinging upwards.

### ***Community engagement***

Graduates' understanding of what it takes to solve complex problems and the importance of adding value to the lives of others are continuously grown through community engagement projects touching the lives of thousands of people. This encouraging community engagement initiative, in partnership with ENACTUS, now involves over 2 000 undergraduate students.

Community engagement projects, managed independently or as part of ENACTUS, are overseen by Joyce Sibeko. A partnership with the Faculty of Art, Design and Architecture (FADA) was established for The Green Week project, which involves students from various faculties working with FADA students on developing sustainable products. These include the Green Living Project, Network for Cooperatives, Youth Entrepreneurship and the Social Economy Volunteer Coaching Association (SEVCA), in association with the Centre for Social Entrepreneurship and Social Economy, the School of Tourism and Hospitality, and IPPM's Othandweni Children's Home. The ENACTUS Team has done substantial work in the community and this became evident during the 2014 National Competition. During this time, UJ was recognised with a number of the awards and came fifth in the competition. We would like to congratulate Joyce and her team for their hard work, dedication and a job well done!

### ***Continuing education***

Our presence is felt in South Africa's corporate and public sector through the delivery of a range of continuing education programmes to 5 500 employees and small business owners. Productive initiatives are marked by three-party agreements involving UJ, a multinational or parastatal, and a global partnering university. Examples of joint programme delivery are as follows:

The UJ Department of Transport and Supply Chain Management, Transnet and the Glasgow Caledonian University in the field of railway operations;

The UJ School of Leadership, the School of Oriental and African Studies, University of London, in the field of African diplomacy and development;

The UJ Department of Industrial Psychology and People Management and BCL, a mining and smelting company owned by the Government of the Republic of Botswana, in the field of leadership development;

The UJ Department of Public Management and Governance, the Swedish Institute of Public Administration and SKL International (Swedish Association of local authorities and regions), contracted by the Deutsche Gesellschaft für Internationale Zusammenarbeit to support the Rwanda Association of Local Government and their Local Government Institute with the development of a qualifications framework for public officials flowing into UJ master's programmes.

### **Graduate output**

Over the last five years, the Faculty has conferred, on average, 2 190 qualifications per year, of which 19% were at postgraduate level. In 2014, 2 443 graduates walked the stage – 4% more than in 2013, and as planned, these were mostly at postgraduate level.

### **Innovative teaching and learning**

Over the last five years, continuous investment of about R12 million a year into innovative teaching and learning practices has returned a gradual improvement of module success rates from 78.7% to 83.8%, with a further 1% improvement noted in 2014.

### **Organisational culture**

Finally, the 2014 UJ Culture Survey reflects how the Faculty community lives the UJ value system of imagination, conversation, regeneration and ethical foundation.

The Faculty's organisational culture performed above the UJ average in terms of non-abusive line managers (+9%), fairness (+5%), a clean and safe work environment (+5%), constructive management and leadership (+6%), being a preferred employer (+1%) and the Faculty's management of diversity (+1%).

The Faculty matched the UJ average regarding how it conducts core business and accepts ownership of the UJ vision, mission and objectives.

Of importance in 2015 is our need to gain a better understanding of the significance of those scores which were higher than the UJ average, i.e. those scores indicating victimisation (-5%) and commitment to transformation initiatives (-10%).

### **Relevant postgraduate programmes**

The attractiveness of the Faculty's postgraduate programmes is growing. Since 2010, the proportion of undergraduates who average at least 65%, flowing into honours, master's and doctoral programmes, has grown from 22% to 40%. The number of postgraduates attracted from global universities has also satisfactorily increased from 13% to 20%.

### **Research output**

From 2011 to 2014, research output improved from 105 to 261 publications. In 2014, the number of subsidy-generating research credits improved by 49 credits (44%) to 161 credits, contributing to 16% of UJ's 2014 research output.

This improvement can be attributed to investment into productive global collaborative research projects beginning to realise dividends. Our appreciation goes to Prof. Chris Rogerson for his exceptional strategic and intellectual contribution. A further example of joint global contributions is the publication of two international standards for Portfolio Management by Prof. Carl Marnewick in collaboration with researchers from Université du Québec à Montréal, Vienna University of Economics and Business, Hoge School Utrecht, ESC Lille School of Management, Henley Business School, University of California, Berkeley, University of South Australia, Steinbeis University Berlin, Dutch National Research Group and the University of Oulu.

Our sincere appreciation to senior academics for taking a rigorous stand against plagiarism and the development of awareness of the impact of stealing intellectual work on the credibility of our teaching, learning and research output. The leadership of Prof Adèle Thomas, also a member of the Senate Higher Degrees Committee, is gratefully acknowledged.

### **Strategic partnerships**

Three major results are noted at Faculty-level:

- Contract research, grants and continuing education programmes grew from R76.7 million in 2013 to a

turnover of R92.9 million (21% growth) in 2014, highlighting the credibility of our products and services to external markets. Of this revenue, R25.6 million was immediately reinvested in programme development and the Faculty Operational Budget.

- Enrolment in CE programmes across the Faculty has grown from 2011 to 2014 at an average of 10% per year and now exceeds a headcount of 5 500.
- We were delighted when the Faculty of Management was included in the portfolio *Cambridge: inspiring leadership and innovation* published by the Cambridge University Students' Union to celebrate Cambridge University's international stature and provide a global guide to students on where to become well informed and prepared for the future.

### **Sustainability management**

The rigorous reviews of the Faculty's progress on many fronts have revealed that the global thirst for the practice of sustainability management in the context of an emerging economy located within a complex continent such as Africa seems unexplored. Consequently, organisational learning drew heavily from global and national best practice and consultation across UJ faculties in making sense of how to best contribute to the field of sustainability management. We are now intensifying engagement with universities on the continent, Asia and multinationals interested in doing business in Africa.

The Faculty is now focused on contributing to UJ being globally differentiated as a Pan-African epicentre for critical intellectual inquiry and change, focusing on a pragmatic approach to promote entrepreneurship, combat corruption and poor work ethics, and improve political and organisational leadership.

### **The art of accomplishment**

UJ is writing its third chapter about becoming a global, new generation university. The first chapter focused on the merger, while the second depicted extraordinary achievements towards global excellence and stature. The emblem of the University of Johannesburg represents an open book. Likewise, the story of the UJ Faculty of Management will continue to be written as we break new ground. Retrospectively, Faculty accomplishments are explained by our three-fold response to challenges and new markets.

- The Faculty contributes to the art of accomplishment through a tremendous amount of experimentation and innovation aimed at moving into new markets and by applying new technologies to improve the academic core. These streams of small new initiatives are pursued by small initial investments, followed by more substantial ones, or by exiting the initiative, as the opportunity warrants.
- The Faculty favours adaptability over pure efficiency, even though we occasionally encounter less than perfect outcomes.
- The Faculty continuously explores multidisciplinary problem solving, involving disciplines other than its own, such as the arts, humanities and the sciences. The Faculty reasons that this approach will create innovative programmes to help future leaders imagine products and services, which fulfil a more social need. At the same time, it stays anchored in the fundamental principles of the science of organisational management and leadership.

The 2014 Annual Report confirms the Faculty of Management's future-fit identity as it focuses time, energy and talent on the development of sought-after organisational leaders creating legacies. In response to the demand for reputable education and applied research in commerce, the Faculty has shifted its organisational mindset from a 12-month administrative cycle to a five-year strategic perspective.

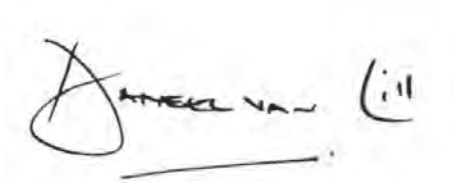
### **Looking forward**

As the Faculty of Management journeys towards 2020, it will become The Johannesburg Business School, organised in five knowledge production hubs stretching across three Faculty value chains (undergraduate programmes, postgraduate programmes and continuing education programmes). In so doing, we will realise the following outcomes:

- Strengthen our footprint in both the private and public sectors serving Africa. Thus, we will continue investment into the evolution of thought clusters repurposing the evolution of Africa from being a mere natural resource, towards a sustainable continent.
- Embrace inter-, multi- and transdisciplinary science through global partnerships. In growing a new generation of managers and leaders in commerce, we will invest in technopreneurship and blended learning with English as the medium of instruction.
- Continuously realign Faculty strategy, talent management and performance management systems to the opportunities and challenges at hand.

Heartfelt appreciation is expressed to every stakeholder for their respective future-fit contributions and thoughtful stewardship of Faculty resources in the past fiscal year.

The pixels are shaping a clear picture.

A handwritten signature in black ink, reading "DANEEL VAN LILL". The signature is stylized, with a large, looped initial 'D' and a distinct 'L' at the end. A horizontal line is drawn below the signature.

**Daneel van Lill (Prof.)**

Executive Dean: Faculty of Management

# FACULTY OF SCIENCE

The vision of the Faculty of Science is to be a diverse and dynamic faculty, innovatively creating new knowledge and developing leading scientists and technologists.

The commitment of the Faculty to the realisation of the vision, mission and strategic objectives of the University and in particular the main objective of Global Excellence and Stature is demonstrated by the achievements of the Faculty during 2014. The Faculty succeeded in achieving its key objectives in a number of critical areas. These include:

- being ranked fourth in South Africa and in the top 400 universities (by the QS Maple rankings system) in September 2014;
- creating an enabling environment to staff and students conducive to excellence in teaching and learning, as well as excellence in research and innovation;
- steadily elevating the staff profile of the Faculty both in terms of qualifications and employing designated groups;
- presenting high-quality and relevant programmes at all levels;
- cultivating an enriching student-friendly learning experience for all students and sustaining success rates;
- sustaining postgraduate enrolments;
- sustaining the research profile of the Faculty by steadily increasing both the quantity (up by 13.8%) and quality of research outputs;
- fostering existing and establishing new collaborative activities with reputable institutions and relevant industries;
- advancing the impact of the Faculty in terms of its public, community and alumni engagement and through its marketing endeavours.

## **NOTABLE EVENTS**

Some of the notable events in 2014 were:

- The Faculty of Science ranked fourth in South Africa, following the University of Cape Town, the University of the Witwatersrand and the University of Stellenbosch, according to the latest Quacquarelli Symonds (QS) Maple rankings released on 16 September 2014. The QS Maple rankings for universities placed the Faculty in the Top 400 universities internationally. This puts UJ's Faculty of Science firmly in the league of international universities such as Université du Québec in Canada, Universität Ulm in Germany, the University of Gothenburg in Sweden, Universidade Federal do Rio Grande Do Sul in Brazil and the Indian Institute of Technology Roorkee (IITR).
- Prof. S.H. von Solms of the Academy of Computer Science and Software Engineering was elected as Honorary Member of the International Federation for Information Processing (IFIP). Only ten members have received this honour since 1955.
- Prof. N.J. Beukes of the Geology Department was awarded the Havenga Medal for Physical Sciences from the *Suid-Afrikaanse Akademie vir Wetenskap en Kuns*. He was also awarded a DST-NRF Centre of Excellence for



Integrated Mineral and Energy Resource Analysis. In addition, he was selected to present the 33rd A.L. du Toit Memorial Lecture Series for the Geological Society of South Africa in 2014.

- Prof. A.M. Strydom of the Physics Department received the Bernard Coqblin Prize awarded by the Organising Committee of the annual International Conference on Strongly Correlated Electron Systems, in Grenoble, France. He was also made a member of the International Advisory Committee of the International Conference on Neutron Scattering in Edinburgh in 2014, as well as for the next meeting in 2017 in South Korea.
- Prof. S. Razzaque of the Physics Department played a key role in obtaining membership for UJ in the following international and national scientific collaborations: the large area telescope (LAT) on board NASA's Fermi Gamma-ray Space Telescope, the Cherenkov Telescope Array (CTA) Consortium, and the South African Gamma-ray Astronomy Programme (SA-GAMMA).
- Claire Lee, a postgraduate student of Professor S. Connell in the Physics Department, was selected as the European Organisation for Nuclear Research (CERN) student to speak at the occasion of the Celebrations of the 60th Anniversary of CERN at the United Nations Educational, Scientific and Cultural Organisation (UNESCO). This also led to an article in the *CERN Courier*.
- Prof. A. Muronga of the Physics Department was awarded the NSTF BHP Billiton prize for the promotion of science and educational activities.
- Prof. J. Darkwa of the Chemistry Department was elected as a Fellow of the Ghana Academy of Arts and Sciences June 2014 and inducted in November 2014. He was also elected as a Fellow of the African Academy of Sciences (April 2014) and as a Fellow of the South African Chemical Institute (September 2014).
- Prof. J. Maina of the Zoology Department received National Research Foundation (NRF) co-funding for the NRF National Equipment Programme to acquire a transmission electron microscope to the value of R11 million.
- Prof. J.C. Ngila of the Applied Chemistry Department was awarded an NRF National Nanotechnology Equipment Programme (NNEP) Equipment Award of R6.7 million for a Flow Field Fractionation – Liquid/Gas Chromatography Inductively Coupled Plasma – Mass Spectrometry.
- Dr Philiswa N. Nomngongo of the Applied Chemistry Department received the L'Oréal-UNESCO Women in Science Sub-Saharan Regional Fellowship Award.
- Dr J.F. Durand of the Zoology Department was the recipient of the 2014 UJ Vice-Chancellor's Distinguished Award for Teaching Excellence.
- Dr I.D. Ellefsen of the Academy of Computer Science and Software Engineering mentored a team of four UJ students who participated in the National Discovery GradHack 2014 hack-a-thon and were placed first in South Africa.
- Prof. M. Coetzee's honours student, M.M.A. Chhaya, of the Academy of Computer Science and Software Engineering, won the World Citizen category at the 2014 National Microsoft Imagine Cup and represented South Africa in the regional finals (Africa and the Middle East).
- Prof. Ben-Erik van Wyk of the Botany and Plant Biotechnology Department published two books: *Phytomedicines, herbal drugs and plant poisons of the world* and *Guide to the aloes of South Africa* (third enlarged edition).
- Prof. A. Avenant-Oldewage of the Zoology Department was invited to serve as a subject editor for the journal *African Zoology*.
- Prof. B. Jansen van Vuuren of the Zoology Department was appointed South African Representative on a Scientific Committee of the Antarctic Research Steering Committee, Vice-Chair of the NRF Foundational Biodiversity Information Programme Steering Committee, Vice-Chair of the South African National Committee for the Scientific Committee on Antarctic Research, and panel member for Permitting, Representing Zoological Diversity – South African National Biodiversity Institute.
- Prof. A. Avenant-Oldewage's student, Q. dos Santos, of the Zoology Department, received the Wirsam Biological Optic/Laser first prize for a picture of fluorescing Paradiplazoon clamps at the Microscopy Society of Southern Africa Meeting.
- K. Dymond, another student of Prof. A. Avenant-Oldewage of the Zoology Department, was awarded the best first-time poster presentation at the International Parasites of Wildlife Conference.

- The Department of Biotechnology and Food Technology was included as part of a consortium, together with the University of Pretoria and the Cape Peninsula University of Technology, in the Centre of Excellence in Food Safety and Security.
- The Geological Society of South Africa (GSSA) awarded Mr Darren Tiddy of the Geology Department the Best Fourth-year Student (Honours) Award. It was awarded during 2014, retrospectively for 2013. This is for the most meritorious Geology Honours student at a university in South Africa. He also received the 2014 UJ Faculty of Science Award for the Best Honours Student in the Faculty in 2013.
- Prof. D.D. van Reenen of the Geology Department was appointed managing guest editor of a special issue of Precambrian Research published in 2014 with the title *Fluid composition and propagation in the deep crust: case studies from the Limpopo Complex, South Africa*. All 12 papers published in this special issue were authored or co-authored by UJ-affiliated staff members.
- Prof. S.H. Connell of the Physics Department was nominated by ATLAS Experiment Management, endorsed by vote, to the Collaboration Board Chair Advisory Group and appointed Chair of the ATLAS Thesis Awards Committee for 2014.
- PhD student Fidele Tugizimana of the Biochemistry Department won the prize for the Best Student Presentation at the ANALITIKA 2014 Conference.
- In their joint PhD programme with the University of Ghent, Belgium, two students from Ghent University visited the Department of Applied Chemistry and two UJ students visited the University of Ghent.
- Prof. Ben Erik van Wyk's student, Margaret Hulley, of the Botany and Plant Biotechnology Department, received recognition for the third best presentation by a young scientist at the 17th Annual Conference of the Indigenous Plant Use Forum.
- The Austin Roberts Memorial Medal Award from BirdLife South Africa was awarded to Professor John Ledger of the Geography Department in March 2014. The award is for his significant contributions to bird conservation in South Africa.
- Prof H. Mouri of the Geology Department received the UJ Vice-Chancellor Executive Leadership Group (ELG) Development Programme Award.
- Prof. Dubery and the Plant Metabolomics Research Group of the Biochemistry Department were named as the Chromatographer of the Year for 2014. Their metabolomics research involves both chromatography and mass spectrometry and is focused on secondary plant metabolites and their importance in disease resistance in plants.

## STAFF PROFILE

In 2014 the staff of the Faculty were distributed over four campuses of the University. The table below depicts the staff distribution per campus in 2014. Academic staff (permanent and contract) represents 75% of the total staff. Support staff comprises research, technical and administrative staff and represents 25% of all staff, compared with 36% in 2013 and 2012, 34% in 2011 and 29% in 2010.

**Table 50: Staff distribution per campus in 2014**

Category		APB	APK	DFC	SWC	Total
<b>Academic (219)</b>	Permanent	2	113	47	2	164
	Contract	–	42	11	–	53
<b>Support (74)</b>	Permanent	1	45	16	–	62
	Contract	–	7	5	–	12
<b>Total</b>		<b>3</b>	<b>207</b>	<b>79</b>	<b>2</b>	<b>291</b>

With respect to the permanent academic staff complement, the Faculty shows 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 2014 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 51: Qualification profile of permanent academic staff**

Qualification	2009	2010	2011	2012	2013	2014
D degree	55.2%	58.3%	61.6%	63.4%	68.3%	70.7%

The race profile of permanent academic staff has also improved over the last few years. Currently 42% of permanent academic staff is black (in line with 40% in 2013, up from 36% in 2012 and 26% in 2009). Of the permanent academic appointments made in 2014, 40% were from the designated groups. However, the gender profile has remained fairly constant with slight variations over the last few years. Currently 37% of the permanent academic staff is female compared with 37% in 2013 and 39% in 2012.

Of the 13 permanent appointments made in 2014 (ten academic and three support appointments), seven (53.8%) were black with four being from South Africa, two from other African countries and one from Canada.

## **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 extended academic orientation. At-risk students are identified within the first month of the academic year and are provided with additional support.

In line with our mission to enhance the learning experience and success of our students, the following issues received attention during 2014: structured interventions for at-risk modules (e.g. Winter Schools and additional classes over weekends), the enhancement of learning skills and student discipline, implementation of new teaching methodologies, optimal use of relevant technology, and special attention to top performing students (e.g. undergraduate research programmes).

A number of programmes and modules were also amended during 2014 to improve the quality and relevance of our offerings. The merging of the following departments was successfully concluded in 2014: the Departments of Applied Mathematics and Mathematics to create the new Department of Pure and Applied Mathematics on the Auckland Park Kingsway Campus and the two Departments of Biotechnology and Food Technology on the Doornfontein Campus. The new Department of Applied Physics and Engineering Mathematics was also established on the Doornfontein Campus.

Due to a number of interventions, the average success rate in undergraduate programmes has steadily improved from 2009 to 2013, but experienced a slight decrease in 2014, as depicted in the table below. The 2014 overall undergraduate success rate shows an increase of 14.9% on the 2009 success rate and a decrease of 1.8% on the 2013 success rate. The success rate of first-time entering undergraduate students shows similar remarkable increases: the 2014 success rate of 75.7% represents an increase of 20.3% on the 2009 number and a slight decrease of 3.7% on the 2013 number.

Extended programmes succeeded in widening access to the Faculty in an academically responsible manner. In 2010 a revised model of the extended programmes was introduced, which makes provision for a bridging period of six months from the Grade 12 Mathematics and Physical Science curriculum to first-year content in these subjects. The overall success rate of 82.4% in 2014 represents an increase of 22% from 2009 and a slight increase of 0.4% from 2013, while the 2014 success rate of 83.5% of first-time entering students in extended programmes represents an increase of 32.2% from 2009.

The reduction in the rate of improvement in successive years from 2009 to 2014 is not considered a reason for concern as it is largely the result of a more rigorous selection of entering students and the increasingly successful interventions referred to above. Furthermore the number suggests that the success rate is starting to stabilise.

**Table 52: Undergraduate success rates**

	2009	2010	2011	2012	2013	2014
<b>Mainstream and Extended – Overall</b>	64.6%	69.4%	72.6%	78.5%	81.3%	79.5%
<b>Mainstream and Extended – First-time Entering</b>	55.4%	66.0%	71.7%	75.0%	79.4%	75.7%
<b>Extended – Overall</b>	60.4%	73.2%	77.0%	81.1%	82.0%	82.4%
<b>Extended – First-time Entering</b>	51.3%	72.6%	79.0%	80.5%	81.3%	83.5%

The departments that have work-integrated learning (WIL) in their programmes are Applied Chemistry and Biotechnology and Food Technology. At the time the departmental reports were submitted, only 11 of 94 students had not been placed. The reason for students not being placed usually ranges from a pregnancy to an inability to trace all students. However, in 2014, it can also be ascribed to the fact that jobs were not available because of the prolonged strike in the mining sector and the subsequent weakening of the economy.

The Faculty's limited number of non-subsidised academic programmes is offered mainly in the Academy of Computer Science and Software Engineering and the Departments of Biotechnology and Food Technology, Geology, Pure and Applied Mathematics, Physics and Zoology.

The Departments of Applied Chemistry, Biotechnology and Food Technology, Pure and Applied Mathematics, Statistics, Physics, Botany and Plant Biotechnology, and Zoology all have new or modified academic programmes planned for either submission or implementation in the immediate future.

A new four-year BSc degree in Applied Physics was approved by the Department of Higher Education and Training (DHET) in June 2014 and the Faculty is awaiting the Council of Higher Education (CHE) accreditation before it can advertise the new degree.

Enrolment figures of formal contact students per qualification category are indicated in the table below.

**Table 53: Enrolment figures (formal contact) in 2013 vs 2014**

Qualification Categories		2013	2014	% of Total Enrolment (2014)
<b>Undergraduate</b>	Diplomas	668	670	<b>16.8%</b>
	Degrees	2 332	2 480	<b>62.1%</b>
	Total	3 000	3 150	<b>78.9%</b>
<b>Postgraduate</b>	Honours	244	290	<b>7.3%</b>
	Master's	319	342	<b>8.6%</b>
	Doctoral	181	192	<b>4.8%</b>
	Total	744	824	<b>20.6%</b>
<b>Total</b>		<b>3 744</b>	<b>3 996*</b>	

\* The total headcount of 3 996 excludes 22 casual students (registered for non-degree purposes) who are not allocated to either undergraduate or postgraduate categories

- Both undergraduate and postgraduate enrolments have increased over the last few years. In comparison with 2009, undergraduate enrolments have increased by 20.5% (from 44.7% in 2012 when compared to 2008), while

postgraduate enrolments increased by 46% (from 60% in 2012 when compared to 2008). The decreases in proportional changes are due to the markedly higher intake of students in 2009 followed in succeeding years by a flattening of the intake numbers. The proportion of postgraduate enrolments (of the total enrolment) has shifted from 17% in 2009 to 20.6% in 2014 (compared with 19.5% in 2008 to 19.9% in 2013). The proportion of master's and doctoral students of the total number of postgraduate students in 2014 seems to have stabilised at 64.8% after it had remained fairly constant at approximately 64% in previous years.

- International student enrolment of 286 students in 2014 represents 7.2% of the total enrolment, compared with 246 in 2013 (6.6% of total enrolment), 243 in 2012 (6.9% of the total enrolment), 214 in 2011 (6% of the total enrolment) and 139 in 2008. 5.8% of black students increased to 86.7% in 2014, compared with 84.7% in 2013, 81.6% in 2012, 80.2% in 2011 and 76.1% in 2010. In 2014, 90.3% of undergraduate students were black compared with 87.9% in 2013, 86.3% in 2012, 85.9% in 2011 and 82.1% in 2010. Black students in 2014 represented 73.7% of all postgraduate students compared with 67.9% in 2013, 64.4% in 2012, 58.3% in 2011 and 52.9% in 2010.

**Table 54: Proportion of students from designated groups**

(Percentages for 2010 to 2014)

	Overall	Undergraduate	Postgraduate
<b>2010</b>	76.1%	82.1%	52.9%
<b>2011</b>	80.2%	85.9%	58.3%
<b>2012</b>	81.6%	86.3%	64.4%
<b>2013</b>	84.7%	87.9%	67.9%
<b>2014</b>	86.7%	90.3%	73.7%

- The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 increased from 27% in 2009 to 32% in 2012 but decreased again to 28% in 2013. In 2014 the percentage of students with an APS of more than 35 was 32% and an APS of at least 30 was 81.5%. This percentage is of importance when considering that the admission requirement for the Faculty of Science has been increased to an APS score of 30 for 2016.

## RESEARCH

The Faculty has submitted a subsidy claim to DHET for a total of 269.44 research units. This number represents an increase of 37.3% on the 2011 output of 196.19 units, an increase of 99% on the 2010 output of 135.48 units, and an increase of 13.8% on the 2013 output of 236.83 units. The increase in output in 2014 shows a commitment by the Faculty to the Global Excellence and Stature initiative. The three-year average for 2014 is at 247.11 and shows an increase of 11% on the three-year average for 2013. This three-year average represents an increase of 148% on the 2009 three-year average and an increase of 31% on the 2012 three-year average. (Please see table below.)

A remarkable achievement is that the total research output of subsidised units has increased by 239% from 2007 (79.57 units) and that the per capita output of permanent academic staff has increased from 0.52 in 2007 to 1.6 in 2014. About 86% of the units in 2014 were published in international journals. There were three publications in journals that were not subsidised.

For 2014, there was a total output of 269.44 units made up of:

- Journals: 230.21
- Proceedings: 36.30
- Books: 1.87
- Chapters in books: 1.06

**Table 55: Accredited publication units 2007 to 2014**

Year	Journals	Total	Units per Permanent Academic Staff Member	Three-year Average (Total Units)
2007	66.56	79.57	0.5	–
2008	89.92	101.03	0.7	–
2009	109.21	118.66	0.8	99.75
2010	117.32	135.48	0.9	118.39
2011	159.98	196.19	1.3	150.11
2012	220.47	235.06	1.5	188.91
2013	199.70	236.83	1.5	222.69
2014	230.21	269.44	1.6	247.11

Research activities of the Faculty are also illustrated by the following measurable outputs:

- The number of NRF-rated staff showed some changes reflecting the resignation of some members. This was, however, compensated for by new ratings, which kept the number at 50, as it had been in 2013 and 2012. This number was an increase from 45 in 2011 and 36 in 2010. An encouraging trend in 2013 was the increase in Y-rated young researchers. For the year 2014, the Faculty had three A-rated, 13 B-rated, 26 C-rated and eight Y-rated staff.
- Members of the Faculty participated in a total of 172 research projects in 2014, as opposed to 156 in 2013. Of these 172 research projects, 110 reported access to funding external to the specific department, in addition to institutional funding.
- In 2014 the Faculty had 12 contracts and agreements with international institutions and 73 contracts and agreements with national institutions.
- Seven patents were submitted during 2011 to 2014: two by Professor S.H. Connell on “Detection of explosives by Positron Emission Tomography” and on “Quantum Security in Diamond Physics” and four by Professors R. Meijboom and M.J. Cronjé on “Metals in Medicine”.
- More than 135 addresses were delivered at international congresses and seminars, as opposed to 99 in 2013. Of these addresses, 86 were at events outside of Africa, six were at events in Africa but outside of South Africa and 43 were at international events held within the borders of South Africa.
- More than 110 addresses were delivered at national congresses and seminars.
- There were 89 postdoctoral fellows registered in the Faculty in 2014, as opposed to 82 in 2013. Of these 89 postdoctoral fellows, 30 were responsible for 44 publications generating 7.91 SAPSE points. A further 18 manuscripts have been accepted, and 18 have been submitted or are pending submission. A further three papers could not be submitted due to patent restrictions. The total number of published, accepted or submitted manuscripts is thus 83.
- 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.
- There were 24 (as opposed to 13 in 2013) visitors from abroad who paid professional visits of at least four weeks to the departments of the Faculty while 22 UJ staff members visited other institutions for research purposes for periods in excess of 14 days.
- In 2014 the Faculty appointed seven and re-appointed three eminent scientists as visiting professors in the Faculty. The total number of visiting professors in the Faculty for 2014 was 46.

## 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 and 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. Three departments: the Academy of Computer Science and Software Engineering, the Department of Zoology and the Department of Applied Mathematics, underwent successful department and programme reviews in 2014.

## **COMMUNITY ENGAGEMENT AND SOCIAL IMPACT**

Community engagement, in the form of 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 through a large number of community outreach projects.

The Faculty's Science Centre on the Soweto Campus provides supporting and enriching programmes to learners and educators in the vicinity of the Soweto Campus in the critical subjects of Mathematics, Physical Science, Life Science, English, Computer Skills and Geography. Further enhancing the Faculty's drive to promote science at basic education level, several of its staff members volunteered as judges at the Eskom Science Expo hosted at the Soweto Campus, engaging with the learners and encouraging them to pursue careers in science.

Active alumni engagement is demonstrated, among others, by the annual Academy of Computer Science and Software Engineering Alumni breakfast which was attended by 83 alumni coming from established institutions such as Absa Capital, Amazon Web Services, BBD, CSIR, Discovery Vitality, DVT, Entelect Software, FNB, IBM, PMG, Mali Services Informatics, Microsoft, Nedbank, RMB Corporate Bank, SAP and Standard Bank.

## **BRANDING AND MARKETING**

The Faculty continued with a focused strategy to recruit top performers from schools (especially in the surrounding areas) and to entrench its presence and profile in the media and among its stakeholders. Actions in this regard include: taking part in the four Grade 9 workshops, as well as the 11 open days hosted by the University; offering bursaries to Mathematics and Science Olympiad winners; visits to schools by the Dean and staff; excursions; practical sessions; and special lectures to school children. Besides a large number of radio and TV interviews, as well as lunchtime lectures, 11 open public lectures were hosted by the Faculty.

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

Matters concerning environmental sustainability are integrated in the research, undergraduate and postgraduate teaching, and community engagement programmes of the Faculty. Our Citizenship module contains specific topics on environmental sustainability and several of our staff and postgraduate students are involved in projects related to environmental sustainability.

Besides a serious attempt at paperless meetings, paper recycling, collection of hazardous waste in laboratories, the disposal of biological waste and the campus-wide placement of recycle bins, there appears to be a need for continued education regarding the value and benefits of recycling to improve on the sustainability of these efforts.

The continued growth in the size of the institution places strain on the provision and maintenance of essential services, facilities and equipment and could potentially impact on the quality of teaching and research. This requires the Faculty to remain vigilant of these challenges.

## **CHALLENGES AND RISKS**

A number of risks and challenges that affect the Faculty have been identified. Included in the risk category profile of the Faculty are:

- Although the unfortunate events that led to the Faculty having three Deans in a single year may have resulted in uncertainty in the Faculty and could have constituted a potentially serious institutional risk to the Faculty and UJ, the appointment of a new Dean has, in essence, mitigated this risk.

- The high number of non-returning senior students, as well as the high drop-out rate of students, is a matter of serious concern. School leavers who are generally inadequately equipped to cope with the demands of Mathematics and Science at tertiary level impact heavily on our pool of potential students, as well as on our throughput and retention rates. In view of the national imperatives to increase the number of science graduates, the Faculty offers extended programmes, has implemented a number of initiatives (such as vacation boot camps and Saturday lectures in some departments) to provide additional support to students and has established the Science Centre at the Soweto Campus to enlarge the pool of potential 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. Though the Faculty has attempted, by judicious and justified promotions, to reduce the loss of its staff members to other universities and the private sector, this issue remains concerning.
- The Faculty has a relatively high proportion of staff members with doctorates (70.7%) and master's degrees (26.2%) and the younger members are encouraged to become active and productive researchers. They are the researchers who will be needed to replace the senior research staff members with high NRF ratings who will leave UJ due to retirement in the not-too-distant future. UJ has to ensure that younger staff members are given the support they need to develop professionally and to reach the NRF rating levels of their predecessors.
- The failure by UJ to initiate and support a programme of planned maintenance of equipment, infrastructure and facilities and the absence of appropriate consultations with staff held serious implications for the Faculty of Science as important institutional risks in previous years and continued to do so in 2014. As a prime example, the construction of the Chemistry/Biochemistry laboratories that have, even now, not been completed, can be mentioned. This has a serious effect on postgraduate growth in the relevant departments.
- The provision of adequate research and teaching space and infrastructure is an issue which is an acknowledged problem in need of serious attention. In various cases lecturers have to share inadequate office space.
- The resignation of six staff members from the Department of Applied Chemistry, who left UJ for a neighbouring university, impacted on morale and workload in the department, and may yet become visible in future research output of the Faculty.



**Debra Meyer (Prof.)**

Executive Dean: Faculty of Science



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# STAKEHOLDER ENGAGEMENT AND ADVANCEMENT

## OVERVIEW

Developing and maintaining relationships with significant stakeholder groups is key for the University to achieve its 2025 Strategic Plan. Stakeholder engagement impacts on UJ's reputation both nationally and internationally.

The stakeholder groups include, among others, 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, local and international media, as well as communities around UJ's campuses.

Inherently, through their interactions with students and peer institutions and through community engagement, the various academic faculties and specific divisions at the University play an important role in stakeholder engagement. These interactions will be highlighted in more detail within their reports; indeed, stakeholder engagement, and specifically engagement with UJ students and staff as key stakeholders, is a core theme running through this Annual Report.

Most of the non-academic stakeholder engagement is managed through the Institutional Advancement Division which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

This report will therefore elaborate on the University's stakeholder engagement primarily through the activities of the Division of Institutional Advancement. It will highlight Institutional Advancement's integrated approach to stakeholder engagement in 2014 to ensure alignment with the University's Strategic Plan 2025. This approach emphasises national and international reputation management to further elevate UJ's positioning as an institution of global excellence and stature.

The purpose and drive of the Division of Institutional Advancement and its multiple operating sections is to ensure active stakeholder engagement to advance the profile, reputation and subsequent funding solicitation for the University.

This drive has a wide scope and is achieved through integrating the functions and stakeholder engagement of the various operating sections of Institutional Advancement: Marketing and Brand that builds UJ's corporate brand, Strategic Communication that safeguards and advances UJ's reputation, Alumni Relations that stimulates vigorous engagement with UJ alumni, Community Engagement that creates active interaction between UJ and its communities, Development and Fundraising that manages the donor interface, as well as UJ Arts and Culture that produces and presents world-class student and professional arts programmes.

## OPERATING CONTEXT AND GOVERNANCE

The Division of Institutional Advancement reports to the Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs. The Executive Director (ED) of Institutional Advancement is a member of the University's Executive Leadership Group (ELG).

The Division consists of six operating sections, each managed by a section head who reports directly to the ED, namely: Marketing and Brand, Strategic Communication, Alumni Relations, Community Engagement (CE), Development and Fundraising, as well as UJ Arts and Culture.

Section heads in the Division hold regular staff meetings, and action plans are delivered to the ED for noting and comment. A monthly heads of section meeting is conducted to ensure the alignment of divisional initiatives with the University's strategic objectives.

In addition, Community Engagement reports to the CE Advisory Board, Development and Fundraising reports to the Vice-Chancellor (VC) Development Committee and Arts and Culture reports to the Arts and Culture Advisory Board. Marketing and Brand is informed by the Marketing Committee.

## **RISK MANAGEMENT**

During the reporting year the risks identified for Institutional Advancement were the following:

### **Compliance with the Protection of Personal Information (POPI) Act**

The risk associated with compliance with the POPI Act was addressed through interaction with the Corporate Governance Office.

A restructuring of the UJ student contract was proposed to stimulate further relationship building and nurturing of UJ alumni. The proposal suggests incorporating a consent clause, so that the Registrar's Office can make graduates' data available to the Alumni Office.

### **Theft or damage of artworks**

The risk of artworks being moved or stolen without due process and tracking is exacerbated by negligence, especially when offices are refurbished or occupants moved. As a new mitigation strategy, a proposal for the recall of all artworks on all campuses where there is inadequate security is being developed and will be presented for consideration during 2015.

### **Reputational risk**

Reputational risk is endemic to all universities and UJ is no exception. Mitigation involves clear crisis communication guidelines and responding timeously to and building strong relations with media.

### **Content and integrity of the institutional website**

Both the content and technical integrity of the UJ website has been an ongoing concern. A web usability study was conducted in 2014 and some of the recommendations were implemented in 2014; implementation will continue in 2015. A dedicated webmaster was appointed in November 2014.

### **Loss of top-end and targeted student groups to peer institutions**

The Orange Carpet Campaign, which aimed to mitigate the risk of losing top-end learners to competing institutions, proved successful in 2014. The Grade 9 Choice subject seminars, new format open days and Top Achiever Open Day further mitigated this risk.

### **Events**

Events have an inherently high risk. To mitigate any potential fall-out, all events are planned and executed with the assistance of Protection Services, Health and Wellness and the Risk Manager.

These measures enabled the Division to reduce real and perceived risks significantly during the course of the year, particularly its inherent and residual risks rating.

## **STRATEGIC FOCUS AND TARGETS**

### ***Marketing and Brand***

The Brand and Marketing section of Advancement oversees corporate marketing for UJ. The Section also manages the brand perception of internal and external stakeholders. Additionally it manages all institutional

events, particularly those initiated by the VC. The Student Marketing section that deals with learners, their parents and teachers also functions within this unit.

In line with the objectives of the University's Strategic Plan 2025, a comprehensive three-to-five year strategy was compiled to shift the brand from a former cool and trendy position to that of global stature and excellence. The new direction, strategy and campaign was presented to and approved by a special ELG session on 19 February 2014. Once approved, the campaign development was fast-tracked. The new campaign, The Art of Accomplishment, was launched among internal and external stakeholders on 19 March 2014.

The Art of Accomplishment (AoA) campaign focuses on UJ success stories to underscore UJ's reputation as a leading higher education institution. The approved target market for 2014 was the mature market.

The 2014 focus was on developing and launching the campaign in order to make a perception shift in mainly the national market. Although some international exposure was given to the campaign in 2014, a rigorous international drive of the campaign will be embarked on in 2015.

In the development of the campaign, a number of advertisements highlighting UJ's accomplishments were designed. The AoA print campaign adverts appeared nationally in *Mail & Guardian*, *Financial Mail*, *Sawubona*, *Destiny* and *Destiny Man* and internationally in *Highlife* (British Airways), *Business Traveller* (Emirates), *Oryx* (Qatar Airlines), *Msafiri* (Kenya Airways), the *International University Guidebook – China* (Africa section), Times Higher Education premium package, *Shanghairatings.com* and all QS platforms. A new UJ corporate video was produced to align with the AoA campaign.

As part of the AoA campaign, a lifestyle supplement curating UJ success stories was developed to showcase UJ's accomplishments. The AoA supplement was inserted four times in *The Times*, *Business Day*, *Mail & Guardian* and *Financial Mail* and was supported by a digital version.

During 2014 major attention was given to the internalisation of the new campaign to ensure that UJ students and staff can act as ambassadors of the new messaging. All campus billboards were replaced with AoA material and activations were held at all VC campus engagements. Brand audits were conducted and the corporate identity (CI) manual and online site was updated according to the AoA while all relevant stakeholders received extensive training. The golden thread of the AoA campaign is now visible in all appropriate communiques from the University.

Research is conducted annually to track the quality and success of brand building exercises and to inform future campaigns.

**Brand recall**

Although the brand recall saw a slight dip in 2014, the recall rate is very positive as 2014 saw the launch of a completely new strategy, look and feel.

**Table 56: Brand recall – comparison 2011 to 2014**

Year	Brand Recall	Trend
2011	34%	→
2012	34%	↑
2013	43%	↑
2014	40%	↓

**Brand resonance**

Brand resonance is affected by all contact that a respondent has with UJ and is measured as part of the bigger brand research project. In 2014, 84% of respondents resonated positively with UJ.

**Table 57: Brand resonance – comparison 2012 to 2014**

Year	Brand Resonance	Trend
2012	77.1%	→
2013	67%	↓
2014	84%	↑

### **Events**

The events team professionally managed 133 events in 2014. These events hosted both external and internal stakeholders. These included the Academic Opening and First-Year Welcome, 55 graduation ceremonies, the Public Protector visit to the University, the opening of the Gloria Sekwena Gate at the Auckland Park Bunting Road Campus and a round of VC campus engagements. Eight professorial inaugurations and two honorary doctoral conferrals, for President Barack Obama and Prof. Kees Immink, took place in 2014.

### **Student Marketing**

The focus of Student Marketing in 2014 was to recruit good quality learners to UJ to further elevate UJ's academic prowess in the future. An innovative strategy that combines technology, social media and below-the-line marketing, as well as face-to-face interactions with learners, parents and teachers, was rolled out to ensure the attraction of quality learners.

Notably, the new Open Day format – of which 11 such events were hosted – allowed for more quality interactions with the above stakeholders. The new format was highly commended by attendees. The Top Achievers Open Day took place in April specifically for Orange Carpet applicants. By the close of the Orange Carpet campaign at the end of June, 558 Orange Carpet candidates had applied to UJ; this is up from 187 in 2013.

A UJ Future Student Portal is being used to build relationships with potential students from as early as Grade 9. Two Grade 9 subject choice seminars took place in June to equip these learners and their parents to make informed decisions about their subject choices.

Numerous national and international competitions were entered to benchmark our campaigns with other higher education institutions. During 2014 UJ campaigns won various awards:

- The UJ brand was judged second in the annual *Sunday Times*' Generation Next Brand Survey for the sixth consecutive year.
- The new-format Open Days introduced in 2014 and the Brand Ambassador Programme won excellence awards, while the social media strategy won a merit award at the national Marketing, Advancement and Communication Professionals in Education (MACE) Award Ceremony in November.
- The Brand Ambassador Programme was also awarded the Top Achiever Award for 2014.
- UJ's AoA print advertisement won the gold prize at the 4th QS-Maple Creative Awards.

### **Strategic Communication**

Strategic Communication manages internal and external messaging in support of the brand. Included in its external remit are media relations, crisis communications, publications and web services, including intranet content. Communication with internal stakeholders includes staff and student engagement. In the second semester of 2014, UJFM 95.4 was incorporated into Strategic Communication.

The Strategic Communication challenge for 2014 was to significantly highlight academic excellence through pro-active interventions such as profiling UJ's research and teaching experts. The drive was in support of the University's ambition to become a Pan-African epicentre for critical intellectual inquiry and scholarship.

From January until December 2014, according to reports generated by independent media monitoring company NewsClip, 18 672 media items pertaining to UJ featured in the national print and broadcast media. During

this time, close to six million readers, listeners and viewers were reached. The media items had an equivalent advertising value rate of R590 million, up from R545 million in 2013.

Ultimately, UJ garnered media coverage which cemented UJ's experts as thought leaders, ensuring a broader spread of UJ exposure to enhance the University's profile. Significantly, several international media houses such as the BBC and CNN now utilise UJ experts. During 2014, 111 opinion editorials, up from 21 in 2013, highlighted UJ's academic expertise to the public. Eight hundred and fifty-seven UJ expert commentaries appeared on unique topics in print and broadcast media.

A PR campaign aligned to the new AoA campaign was rolled out, resulting in more than 316 articles and interviews profiling UJ, its academic, staff and student achievements, underscoring the AoA messaging in the minds of the public.

### Media partnering

During 2014 special focus was given to partnering and engaging with the media in high-profile events to further elevate UJ's reputation and to build strong media partnerships.

UJ partnered with three prominent media houses during the run-up to the 2014 national elections. The SABC national election debates, News24 election app and the PowerFM election debate saw UJ experts interact with the public on nationally relevant issues. UJ further collaborated with CNBC for the *Meeting of the Minds* series, with a focus on the ICT agenda.

Hugh Masekela, in collaboration with UJ and Write Associates, launched his inaugural Annual Lecture, delivered by Oliver Mtukudzi, and a sold-out boutique concert at the Soweto Campus and Soweto Theatre in September with SAFM as media partner.

The first Richard Mopanya Think Tank took place in July and was followed by the inaugural Annual Lecture, delivered by Prof. Robert Dale Hisrich, in November. The Sowetan and PowerFM partnered with UJ and the Richard Mopanya Institute on these events.

### Website

In 2014 a key priority was to improve the quality and user experience of the UJ website. To this end, an independent user study was conducted. Its recommendations will be implemented further in 2015. A benchmarking exercise with peer institutions – Stellenbosch University, the University of Cape Town and the University of the Witwatersrand – was embarked on. A permanent position was created for a webmaster, who assumed duties in November 2014, to further ensure the integrity of the website. During the reporting year the UJ website gained the territory it lost in the Webometrics ranking in 2013.

**Table 58: Webometrics ranking**

Year	World Rank	Africa Rank	SA Rank
<b>Aug-13</b>	1 749	16	10
<b>Feb-14</b>	1 594	17	9
<b>Aug-14</b>	1 204	14	9

During 2014 Strategic Communication was awarded three merit awards by MACE:

- Annual Report (external publication)
- U@UJ (internal staff publication)
- Media relations (media)

UJFM 95.4 won the Breakfast Show Presenter Award at the MTN Radio Awards and the Sports Journalist Award at the Gauteng Sport Awards.

## **Alumni Relations**

The singular aim of Alumni Affairs is to steward alumni who are supportive and engaged, encouraging them to contribute to the University and its resource base.

The Alumni Relations Department revitalised and relaunched the alumni and pre-alumni drive for the University in 2014. A paradigm shift from an administrative-intensive to a PR-based operation proved to be successful and both the quality and quantity of alumni engagement increased significantly.

The Alumni Database Administration, the backbone of alumni interaction, saw significant growth and is now an intelligent and effective database, managed with the customer relationship management (CRM) tool, DEVMAN. The database grew from 5 000 in 2013 to 94 000 in 2014.

An integrated communication strategy for alumni was developed and informed by the AoA campaign. During the Inaugural Alumni and Convocation Day hosted on 29 May 2014, the alumni marketing campaign, Generations of Accomplishment, was launched. The following communication supported the campaign in 2014:

- Three *Generations of Accomplishment* newsletters
- Generations of Accomplishment video (awarded a MACE merit award)
- Alumni website
- UJFM 95.4 – weekly radio time slot
- Social media
- National radio advertisements
- Digital communication
- Brochures

Significant advancement in stakeholder engagement was evident in UJ Alumni Relations during 2014. The section collaborated with UJ faculties and academic support departments to ensure renewed engagement with pre-alumni and affinity groups.

Interactions with UJ graduates proved particularly effective. The previously marginalised heritage alumni from Rand Afrikaans University, Technikon Witwatersrand and Vista University were engaged and, although this proved challenging in 2014, it will be a key focus in 2015.

During the inaugural Alumni and Convocation Day more than 700 alumni interacted with the University through 24 affinity groups and seven inspirational talks, including the keynote speaker Adv. Thuli Madonsela. A total of 2 533 alumni participated in UJ events throughout the year while 42 influential alumni are now actively participating in UJ reputation building.

In the third quarter UJ Alumni implemented research-based strategies to start addressing imbalances in the gender and racial demographic profiles of the alumni database. The strategies focus on structured and targeted results.

## **Community Engagement**

As an engaged university, one of the UJ's strategic goals is to "add value to external constituencies through strategic initiatives and partnerships" by engaging in mutually beneficial community partnerships. Community Engagement is one of the key pillars embraced by UJ for 2025, as part of the broader principle objective of an engaged university. UJ aims to contribute to the developmental challenges in our region and country, especially by producing quality social economic innovations.

A major accomplishment in 2014 was the growth of the UJ Student Volunteer Champion Programme (SVCP). Through the SVPC, UJ takes its rightful place as a caring and engaged tertiary institution. In addition, UJ students become responsible citizens making lifelong contributions to their communities and the country. The volunteerism is largely conducted with non-government organisations, non-profit organisations and community-based organisations whose projects are registered with the University. Projects involve all nine faculties, staff and students. During 2014, 8 514 volunteers proactively gave their time and skills to communities. This number far exceeds the target of 7 000 set by the Management Executive Committee (MEC).

Through the institution-wide Nelson Mandela Day initiative, UJ CE continues to make a major impact on its surrounding community. In 2014 a formal opening programme for Mandela Day was introduced for the first time. The event was attended by more than 1 000 participants, including staff, students and external partners. In addition, approximately 2 000 volunteers gave 67 minutes of their time to the three hospitals surrounding UJ – Helen Joseph, Charlotte Maxeke and Chris Hani Baragwanath – as well as at projects at the Brixton Kingston Frost Park and Westdene Dam Park. Community Engagement was awarded a MACE merit award for its Mandela Day activities.

The Art for Aids International project, the Train the Trainer Programme, was piloted and introduced to staff and students at UJ in the reporting year. It was well accepted and just under 100 internal stakeholders participated in the programme. The Art for Aids school programme also took place in February 2014, engaging six secondary schools in workshops.

The entire scope of the University's community engagement is contained in the Community Engagement Report in Section Nine of the Annual Report.

### **Development and Fundraising**

The aim of the Development and Fundraising Office is to raise funds for UJ priority projects, facilitate core and faculty projects, manage the donor interface (including donor identification, cultivation and solicitation), coordinate the donor database and all stewardship initiatives and monitor and record all non-research-related donations to the University. The Office also assists the Registrar's Office in coordinating the activities of the Board of Governors meeting. During the second semester the Strategic Relations Department joined the remit of Development and Fundraising to support the section with the identification, cultivation and solicitation of funds within the sphere of government, agencies and parastatals.

Fundraising was exceptionally successful in 2014. Coordinated by the Office, the institution saw R40 145 257 unencumbered donations paid and a further R39 675 000 unencumbered pledged, while overall donations saw a 33.6% increase.

**Table 59: Donor income – comparison 2012 to 2014**

Year	Income	Trend
2009	R40 925 783	→
2010	R43 623 482	↑
2011	R55 587 777	↑
2012	R77 583 810	↑
2013	R54 213 394	↓
2014	R72 357 510	↑

The Development Office is aligned to all objectives within the strategic goal of global excellence and stature. Efforts to solicit additional funding towards the support of University flagship initiatives started in 2014. Raising funds for the flagship initiatives, together with the realisation of the Kresge-Inyathelo milestones, were the key strategic focus of the Office in 2014.

#### **Doornfontein Redevelopment Project**

BHP Billiton Energy Coal South Africa pledged R5 million towards this project, and the first tranche of R2.5 million is expected in 2015. Sibanye Gold pledged R12.5 million over a three-year period and paid the first tranche of R4.5 million.

Samsung pledged a laboratory worth R5 million as a gift-in-kind, for which the contract has been signed and work is underway; this is expected to be completed in 2015. The MTN Foundation gave UJ 100 computers in aid of this project. The Scorecard to raise R20 million was thus achieved.

### **Increased bursary income**

Engagements between UJ and the Sector Education and Training Authority were expedited in 2014. The collaboration with the Bursary Office resulted in bursaries raised and paid in 2014 due to interactions by the Development and Bursary Offices, to the amount of R 5 858 996 (from Sibanye Gold, BT Global, Akeso Clinic, Josef Langerman, PPS, Canise Trade and Invest, Allan Gray, Barloworld, BHP Billiton, De Beers, IDC and Royal Bafokeng).

### **VC engagements**

The Development Office facilitated engagements on behalf of the VC and other Executive Leadership members throughout 2014. These included dinner engagements at the VC's residence with Standard Bank, FirstRand, Anglo American, and Northam Platinum and an MEC engagement with the City of Johannesburg.

### **Kresge-Inyathelo Advancement Initiative (KIAI)**

UJ was one of only two institutions which received the challenge grant of R551 000 after meeting all milestones in 2013. Five new milestones were agreed upon between UJ and Inyathelo-Kresge in 2014. Milestones included donor identification and cultivation, donor solicitation, stewardship, annual fund and ongoing staff training as part of capacity development.

The *UJ Perspectives* book highlighting UJ's rise to prominence in the last decade won a merit award at the 2014 MACE Awards.

### **Arts and Culture**

UJ Arts and Culture produces and presents world-class student and professional arts programmes. These are aligned to the UJ vision of being an international university of choice, anchored in Africa, dynamically shaping the future.

A robust range of arts platforms are offered for students, staff, alumni and the general public; arts venues present the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities. Emerging and established Pan-African and international artists are drawn from the full spectrum of the arts.

The footfall for UJ Arts and Culture activities (direct and indirect) was in the region of 145 000, with audiences for activities produced by UJ Arts and Culture accounting for 40% (58 000) of the total figure. The remaining 87 000 attended activities hosted by Arts and Culture. By the end of 2014, UJ Arts and Culture had produced, or hosted, a total of 112 events (where an 'event' may be defined as once-off or running for several weeks).

The entire spectrum of the UJ Arts and Culture activities are further expounded in the Student Life Report in Section 13 of the Annual Report.

## **ADDITIONAL STAKEHOLDER ENGAGEMENT**

Thus far, this report has highlighted stakeholder engagement through the University's Institutional Advancement Division. A report on stakeholder engagement however, will not be complete if it does not highlight the significant role other support divisions within UJ play in stakeholder engagement.

What follows are highlights of these endeavours by the Division of Student Affairs, UJ Sport and the Division of Internationalisation. Full details of their scope of engagement, work and achievements can be found in their individual reports.

### **Student Affairs**

The Student Affairs Division focuses on providing its primary stakeholders, namely its students, with an environment that is nurturing and supportive of their academic endeavours through extra-curricular programmes and activities aimed at fostering their development.

In this regard, partnerships with external stakeholders also play a role; Student Affairs continued their external partnerships with the City of Johannesburg's Urban Development Department, surrounding communities, the



City of Johannesburg's Ward 69 Councillor, the South African Police Services (SAPS) and various accredited off-campus accommodation providers. These partnerships (in collaboration with UJ Protection Services) focused mainly on quality off-campus accommodation and student safety and security in the campus environments. Further partnerships with Gift of the Givers and Stop Hunger Now Organisation, were focused around the Student Meal Assistance Programme. As part of the Risky Student Behaviour Programme, several anti-drug and substance abuse campaigns, such as the Sport Against Drug and Substance Abuse Campaign in collaboration with the Tshwane University of Technology and the South African National Council on Alcoholism and Drug Dependence (SANCA), were brought to the student body.

Further details can be found in Section Thirteen of this Annual Report.

### ***UJ Sport***

In addition to its focus on campus sport (both sport participation and sport excellence) for current students, UJ Sport makes a substantial contribution to maintaining and building relationships with alumni through sport.

Particular areas of focus include Sport for Students with Disabilities, where UJ has developed a strong reputation, with several alumni achieving distinction at the 2012 Paralympics, and the Biokinetic Clinic. Collaboration took place with external stakeholders such as the Physiotherapy Department of the Netcare Milpark Hospital, Wits' Biokinetic Department and the Bryanston branch of the Parkinson's Associations of SA. In collaboration with the Donald Gordon Medical Centre, the Biokinetic Clinic has established itself as a leading centre for the treatment of chronic neurological diseases, especially Parkinson's disease.

Further details can be found in Section Thirteen of this Annual Report.

### ***Internationalisation***

Internationalisation at UJ entails the cultivation of an international environment on campus and the academic curriculum. Crucial to the mandate of Internationalisation is the development of international partnerships and the implementation of international collaborations involving research, student and staff mobility.

During 2014 Internationalisation participated in twelve exhibition and information sessions as part of the strategy to market the University and leverage on the brand awareness for its recruitment campaign. In 2014, Internationalisation ventured into South America, by exhibiting in three cities in Brazil and also visiting Abu Dhabi and attending the QS Maple Conference and Exhibition. Another key focus for stakeholder engagement in 2014 was with BRICS countries. The UJ Executive visited China in June 2014 to sign an agreement with Hanban and Nanyang Technological University for the launch of the Confucius Institute. UJ's student recruitment strategy for 2014 included trips to Brazil, China and India. This further solidified UJ's commitment to the broader BRICS partnership.

As UJ becomes more visible globally, the University attracts more potential partners, with the University continuing its tradition of offering warm hospitality to international guests and delegations. Some of the best universities around the world congregated at UJ when UJ and Nanyang Technological University jointly hosted the Middle East and Africa Professional Leaders in Education conference on the QS platform.

In addition, UJ hosted 29 engagements from notable institutions and countries across the globe. These institutions include: Plateau State University, Ryerson University, Nanyang Technological University, South China Normal University, South Carolina University, Laurea University and the Beijing Institute of Technology. During these engagements collaborations were discussed and embarked on. International engagements also included delegations from various countries such as Iraq, Somalia, Taiwan and Ireland. During 2014 the Irish President delivered an address to UJ students on the Soweto Campus.

Specific focus was given to African partnerships in 2014 in line with UJ's aim to become the Pan-African epicentre for critical intellectual inquiry and scholarship. In this regard significant partnerships were discussed and formed with African universities, including Plateau State University, the University of Ghana Legon and Kwame Nkrumah National University of Science and Technology (KNUST).

Relationships with governments, especially in Africa, continued to grow, contributing towards the UJ connectedness to the continent, as well as to potentially growing funded student numbers, in line with the University's objectives, vision and mission.

## **CONCLUSION AND WAY FORWARD**

2014 was a seminal year for the Institutional Advancement Division and a new strategic direction was embarked on by all sections to align to the University Strategic Plan 2025.

The AoA Marketing Campaign and Communication Strategy focus started building UJ's global excellence and stature positioning internally and nationally, with some international focus. Alumni Relations was revitalised and alumni interactions with the University increased markedly. Community Engagement has exponentially increased the notion of volunteerism and civil society among UJ internal stakeholders. Development and Fundraising has, through their engagement with donors, solicited 33.6% more donations than in 2013. Arts and Culture has realigned their programme to robustly create a preferred student experience among UJ students, while building further interest among external stakeholders.

UJ will be celebrating its tenth year of existence in 2015 and the many accomplishments of the last decade will be accentuated to further position UJ as an institution of global excellence and stature. To this end, an engaging, ongoing programme will be presented by the entire Division to internal and external stakeholders.

The focus for 2015 for integrated marketing communications will be on growing international coverage and therefore assisting in carrying out the global excellence and stature message to the international market. Relationships with national and international media houses will be vigorously fostered, and internal communications will be strengthened and streamlined as a platform for boosting institutional interactions and positioning UJ with external stakeholders.

Student Marketing will reposition itself towards a completely new way of marketing to grow quality student applications as a priority in and after 2015. Alumni Relations will engage strongly with heritage institutions' alumni, and, in conjunction with Development and Fundraising, will launch the Alumni Giving Fund. Development and Fundraising will further broaden and enrich UJ's funder/donor networks to enhance funding opportunities for specific projects and a vigorous drive will solicit financial support in cash and in-kind from existing and new funders. New attention will be given to a stewardship programme with a focus on loyal and current donors.



**Milcho Damianov (Mr)**

Executive Director: Institutional Advancement



**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal

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# TRANSFORMATION

## OVERVIEW

At the University of Johannesburg, transformation is woven into the social, intellectual and structural fabric of the institution. Its character and identity reflect the vibrancy and the social, ethnic and class diversity of the Johannesburg metropolis; its students and employees are as diverse as the society it serves. The University recognises both the internal and external challenges that this diversity creates, but also the many opportunities it presents to establish and to sustain a process of transformation that will result in positive social change and the full embodiment of the democratic values of the Constitution in the institution.

The Council, management and Senate of the University have pursued a transformation agenda since its inception and continue to do so. The University leadership, as the most important component of an institutional culture, is committed to leading the transformation process within the University and thereby to contributing to the creation of future leaders for a diverse and democratic society.

## THE TRANSFORMATION UNIT

The Management Executive Committee approved the establishment of a Transformation Unit and a Transformation Steering Committee for UJ in 2010. The Transformation Unit implements the strategic directives of the MEC Transformation Committee:

- it coordinates and supports institutional activities in a manner that enhances the institutional transformation agenda and builds the capacity of line managers to lead change in the institution, to manage and promote diversity and to achieve optimal cultural integration;
- it designs and manages internal processes and transformational change initiatives and interventions in the University that will contribute to creating an institutional culture of diversity, equity and global excellence and stature in UJ;
- it assumes an advocacy role in respect of the transformational imperatives of the institution and monitors compliance with such imperatives;
- it manages specific transformational projects assigned to it by the MEC Transformation Committee and the Management Executive Committee (MEC);
- it ensures, on behalf of the MEC Transformation Committee, that institutional transformation goals are aligned with the Higher Education Transformation Agenda.

In 2014, the Unit focused its programmes on its strategic objectives, which are:

- to align the Institutional Transformation Plan to the UJ Strategic Objectives 2025;
- to navigate cultural transformation that is inclusive, where people from all over the world from diverse cultures, perceptions, convictions and opinions interact in a spirit of mutual understanding and trust;

- to foster a leadership culture that creates a shared direction, shared values, and alignment and commitment to transform the institutional culture that will support global excellence and stature (GES);
- to advance the transformation agenda in all UJ environments through creating awareness and playing an advocacy role;
- to support projects and significant days/events of the Department of Higher Education and Training (DHET) and Higher Education South Africa (HESA) to promote social cohesion, inclusion and human rights.

## **INSTITUTIONAL TRANSFORMATION PLAN**

The Institutional Transformation Plan (ITP) was developed and approved by Council in 2011. In 2014 the ITP was aligned with the new strategic objectives for 2025. In this plan, transformation is defined as:

“Transformation at UJ is an ongoing, dynamic and qualitative process to enhance the development of knowledge for responsible citizenship.”

The UJ Institutional Transformation Plan has five themes:

- institutional culture;
- transformational leadership, governance and management;
- academic excellence;
- employment equity;
- a student-centred and caring institution.

Each of these themes has an action plan. For each theme, a set of objectives has been formulated, as well as a strategy to achieve each of the objectives. Timelines have been set to achieve the objectives. The Transformation Unit is responsible for facilitating, coordinating and supporting the achievement of the key indicators and deliverables of the UJ Institutional Transformation Plan and monitoring compliance on behalf of the Steering Committee.

This report on Transformation at UJ maps out the progress made in terms of each of these themes during 2014.

### **THEME 1: INSTITUTIONAL CULTURE**

The institutional culture can be seen as ‘the way we do things’ at UJ. It includes our values, customs, practices and norms. The objective is to build and sustain a culture that is conducive to enhancing the strategic objectives of the University. Given the centrality of institutional culture to transformation, the majority of the work of the Transformation Unit seeks to address and transform the institutional culture of UJ.

#### ***Culture Index***

An Institutional Culture Survey has been conducted every two years since 2008. The results of the 2012 Survey indicated that the University had dealt effectively with the merger-related issues. Developing a new Institutional Culture Survey was a priority for the Transformation Unit in 2014. In view of the new vision, mission and strategic objectives for 2014 to 2025, the new surveys would focus on measuring the progress and success for the next 10 years. The 2014 Survey examined climate and culture. Various stakeholder groups were consulted regarding the framework and indicators during June and July. The Survey was conducted in October 2014. A total of 4 709 UJ respondents (permanent staff; fixed-term contract staff; temporary staff; postdoctoral fellows) were asked to participate in the 2014 Culture and Climate Survey. Invitations, in the form of emails, to participate in the survey electronically were sent to the majority of UJ staff members. A series of facilitated sessions were conducted with service workers on all four campuses in order to support those staff, who might not have access to computers (for electronic submissions), to complete and submit the questionnaire as paper-based copies. Upon the closing of the survey, a total of 1 757 submitted questionnaires (i.e. a response rate of 37.3%, which is very promising) were received, of which 1 475 were useable for further analyses. The survey was conducted in October/November 2014. An interim report was submitted to the MEC on 25 November 2014. The following results were highlighted:

- Across the University, the results show that UJ staff feel a strong connection to the University and to academic life in general.
- A high percentage of respondents support the UJ values, mission, vision and strategic objectives. More staff members supported the vision, mission and values than those who actually knew what these values were, or were striving to advance the mission, vision and strategic objectives. It is evident that some staff still interact with these important matters in a 'passive' manner and that they are not yet embedded in many staff members' daily activities at UJ.
- Overall, the survey's results show that UJ staff acknowledge that special events are celebrated, especially when they are well promoted.
- Close to 80% of all staff enjoy being at work, feel proud to be working at UJ, and promote UJ as an employer of choice.
- The majority of staff (78%) said that they have the required equipment to do their daily work.
- Work-related conversations take place in a language that staff are comfortable with (75%).
- Diversity is actively promoted at UJ and members of staff acknowledge that UJ's core business is enhanced by a diverse staff complement.
- Staff reported that they are being treated with respect by their colleagues.
- Staff also acknowledge that values such as independent thinking, creativity and academic freedom are also highly valued at UJ.

The UJ community has identified areas where there is a need for greater focus, improvement and effort, such as bullying, harassment, victimisation, etc. and we are already taking actions to address those. Trust also remained an area of concern, and the current survey has not shown any remarkable improvement in terms of a 'Culture of Trust' at UJ or trust among different race groups.

### ***Creating a University that is characterised by dialogue in a spirit of openness and transparency***

The Transformation Unit is responsible for advancing the transformation agenda in all UJ environments through creating awareness. This is done through various programmes that are conducted during the year.

#### **Open Conversations**

The Transformation Unit hosted various Open Conversations in 2014. 2014 was a year of reflection for South Africans, reflecting on the successes of the past 20 years of South African democracy. The reflection also included voicing some of the challenges that the country was still facing. As a crucial role player, HESA requested that the higher education sector do the same during the months of April to July 2014. The University of Johannesburg responded to the call from HESA and presented a series of activities around this theme.

- **16 April 2014 – 20 years of democracy: Minister Pravin Gordhan and Prof Steven Friedman**  
This was a collaborative project between the Transformation Unit and the UJ Library.  
This conversation was to commemorate 20 years of democracy in South Africa and focused on the progress made by Government since 1994. Professor Tinyiko Maluleke facilitated the conversation between Minister Pravin Gordhan and Professor Steven Friedman.
- **16 May 2014 – Citizen experience of 20 years of democracy: Prof. Susan Booysen from WITS University**  
The aim of this conversation was threefold:
  - to share the findings of the research conducted by Prof. Susan Booysen in 2013, entitled "Citizen views of human rights, governance and political system";
  - to open up a platform for participants to share their own experiences of democracy;
  - to discuss ways in which South Africa could deal with the challenges that it still faces.
- **Community engagement for the National Development Plan with elaborative and integrative partnerships: 24 July 2014 – Dr Cornel Hart from the University of the Western Cape**  
The National Development Plan (NDP) is a strategic framework that focuses on the ultimate vision of eliminating poverty and reducing inequality through growth by 2030. This framework was produced by the National Planning Commission with the mandate to identify issues affecting the long-term development of the country and advise the Presidency accordingly. The various concepts of national and community

development – financial, physical and social – need to be harmonised in a way in which all concerned will come to an unprejudiced understanding that achieving the common good acts to the betterment of the individual – and vice versa.

- **Human rights: my rights – my responsibility, facilitated by Dr Wynoma Michaels**

To help make human rights a reality in every community, the Transformation Unit of the University of Johannesburg seeks to promote a common understanding of the basic principles of human rights education through dialogue.

- **Xenophobia: “Where do I stand?” – facilitated by Ms Molly Blank (film producer)**

Xenophobia is on the rise and this is happening when our country is celebrating 20 years of democracy. According to a survey released in August 2014, levels of xenophobia and intolerance of foreigners are increasing in Gauteng. Prof. David Everatt, Executive Director of the Gauteng City Region Observatory (GCRO), said that 35% of all respondents said that we should send all foreigners home right now. It is evident, through these unfortunate tragic occurrences, that much more work still needs to be done to get rid of the scourge of intolerance and prejudice that exists in our community.

- **Nation building through reconciliation and forgiveness**

The panel consisted of Dr Wilhelm Verwoerd (grandson of Prime Minister H.F. Verwoerd) and Mr Bonaventure Kageruka (from the Johannesburg Holocaust and Genocide Centre, who survived the genocide in Rwanda). The session was facilitated by Prof. Chris Landsberg (SARChi Chair, UJ). The discussion is available via this link: <https://www.youtube.com/watch?v=hK83sZlf8l0>

A discussion on nation building fitted in perfectly with South Africa’s celebration of 20 years of democracy and also 20 years after the genocide in Rwanda. This session provided an opportunity for the UJ community to engage in a dialogue on nation building while simultaneously developing constructive ways in which we as South African citizens can build the South African nation collaboratively, actively and consciously.

- **Conversation on gender-based violence (GBV)**

To highlight the commitment of the University of Johannesburg to address the issue of gender-based violence in South Africa, the Transformation Unit hosted a meeting on Wednesday, 17 September 2014 on the topic: “Matla a Bana – getting the conversation going” (among gender-based violence organisations).

The purpose of the session was to start a conversation with some of the NGOs that work with GBV so that we can establish a relationship with them for research and intervention purposes. Some of the NGOs that attended included Crime Line, the Embark Foundation, the Florida Baby Home, Enthomjeni, Bolamoso, the Unisa Social Work Department, Touch of Hope, the Teddy Bear Clinic and members of the South African Police Service.

### **Annual Colloquium**

The purpose of the 2014 Colloquium was to continue the national debate on transformation issues in teaching and learning. The discussion was led by respected scholars in the field. Prof. Crain Soudien, Deputy Vice-Chancellor responsible for Transformation and Social Responsiveness at the University of Cape Town, gave a keynote address on “Higher education landscape: implications for teaching and learning”. His address painted a very clear picture of issues that the higher education sector is grappling with, particularly around transformation. Prof. Brenda Leibowitz, Chair of Teaching and Learning at UJ, continued the discussion by addressing the topic “Issues of social justice in teaching and learning”. In addition, Ms Kibbie Naidoo and Ms Vanessa Merckel from Academic Development and Support facilitated a discussion on “The curriculum and classroom experience”.

### **Workshops**

- **Race, Diversity, Social Justice and Transformation in Organisations: 11–12 June 2014**

This workshop was facilitated by two colleagues from Wits University, Professor Melissa Steyn and Ms Rejane Williams, both from the Wits Centre for Diversity Studies. The workshop was targeted for HODs in different environments of UJ. The aim of the workshop was to:

- enhance the participants' competence to engage, address and facilitate the difficult issues of diversity, notably 'race', and social justice in their work environments;
  - build competence in dealing with both individuals and groups;
  - acquire some more vocabulary, theory and conceptual tools.
- "How can social research be turned into 'integral' innovation?": 8 to 10 May 2014  
The Master's in Management (Leadership in Emerging Economies), led by Ms Magda Hewitt and Prof. Rika Viljoen, in collaboration with the Transformation Unit, hosted a three-day workshop on "How can social research be turned into 'integral' innovation?". The workshop was facilitated by Professor Ronnie Lessem and Professor Alexander Schieffer from the International Trans4M Institute for Integral Innovation based in Geneva. They explained how research had to be transformative, rather than just informative, if it were to contribute to an integrated and sustainable enterprise and ultimately a sustainable society. The workshop was well received and was attended by 25 employees, master's and doctoral students and prospective doctoral students.

### **Commemorating special days and events**

- **Nelson Mandela Day 18 July 2014**

To commemorate the life of Nelson Mandela, the Unit, in collaboration with the campus directors, organised the planting of the tree of the year *Heteropyxis natalensis* (Lavender tree). An engraved plaque was made and mounted on all four campuses.

### **Annual Staff Day**

The Transformation Unit hosts an annual Staff Day, with the aim of creating cultural integration and promoting diversity among the employees of UJ. Furthermore, it creates an atmosphere where every member of staff, regardless of their level, can experience a sense of belonging in the wider UJ context. The month of May is chosen to link Staff Day to Workers' Day.

The 2014 UJ Staff Day was held on 30 May 2014 and was attended by approximately 1 500 staff from different faculties, divisions and units of UJ. The programme featured the Vice-Chancellor, Prof. Ihron Rensburg, who reflected on the ten years of UJ's existence and also shared the new vision going forward. Staff participated in different activities and sport events.

### **Annual Diversity Week**

The UJ Diversity Week took place from 15 to 19 September 2014. The theme was "Remember and Reflect". The theme was chosen to continue with our focus on 20 years of democracy and ten years of excellence. The format of the 2014 Diversity Week was different from that of previous years as the programmes were available on all four campuses and students were included. The purpose of Diversity Week, broadly speaking, is to broaden the understanding of diversity and inclusiveness, and to promote mutual respect and social cohesion. The activities planned for this week were meant to foster a culture of conversation or dialogue within the UJ community in order to create an inclusive social experience. The programmes also included emphasis on HIV/AIDS, People with Disabilities (PWD), language, culture, xenophobia, human rights and much more.

#### *Foster multilingualism*

The Language Unit regularly engages other units, departments and working groups across the country to further language transformation.

The Language Unit's 2014 Language Awareness Campaign was launched with the International Mother Language Day Celebration on 21 and 24 February 2014. The focus of this day was threefold: to launch the Language Unit's quadrilingual website and blog (a unique development worldwide), and to hold the Totemic Praise Performance and Reading Competition (Bopanang Primary and Orlando West Primary) and the PanSALB Roundtable discussion.

With UJ's quadrilingual language policy in place, the attention of the Language Unit has now turned to matters of implementation. The Head of the Language Unit, Dr Monareng, attended two Language Policy Implementation Task Team meetings held on the 6 June and 21 July respectively. Subsequently, a first workshop, led by Prof. De Varennes on language policy matters, took place on 1 August 2014, followed by a second conducted by

Prof. R. Kaschula (Rhodes University, School of Languages - African Language Studies and NRF SARChI Chair: Intellectualisation of African Languages, Multilingualism and Education). Dr Kaschula provided an overview of the successfully multilingual projects he spearheaded at Rhodes University. With regard to implementation of the UJ quadrilingual language policy, he counselled that efforts should be made to seek institutional buy-in, adopt a phased-in approach, prioritise projects with prospects of success, piloting, etc. These activities will give traction to the process of designing the language policy implementation plan.

Multi-lingualism is also being promoted in academic programmes at UJ. Students from the Faculty of Law have choosing Northern Sotho and Zulu as an elective in their degree. In the Faculty of Education, it is compulsory for the Foundation Phase and Intermediate Phase Education students (who study at the Soweto Campus) to include either South Sotho or Zulu in their programmes. The Radiography, Nursing, Podiatry and Emergency Medical Care students in the Faculty of Health Sciences (at the Doornfontein Campus) all do a basic Zulu language acquisition course.

## **THEME 2: TRANSFORMATIONAL LEADERSHIP, GOVERNANCE AND MANAGEMENT**

This theme covers the way we govern, lead and manage the institution. It includes not only the governance and leadership principles, but also the policies, procedures and systems that provide the institutional, technological and physical infrastructures required by an international university of choice.

### ***Good governance***

In 2014, the Council established a new Council Membership Committee to review the effectiveness of Council and to advise Council on membership-related matters. This resulted in the revision of Council's performance review process that will be completed in 2015. At its strategic session in November 2014, Council also deliberated on its effectiveness, membership and committee architecture and together these two processes will inform Council how to operate in the future.

Council also approved the establishment of the Office of the University Ombudsman to resolve issues in the University in a confidential, objective and independent environment.

During 2014 the 2025 Strategic Plan was implemented and the Institutional Transformation Plan was aligned with the 2025 Strategic Objectives.

### ***Leadership that matters***

During 2012, the UJ Council prompted the insertion of "Leadership Development" as one of the pre-determined objectives into the Institutional Scorecard for 2012. During 2013 and 2014, three programmes were developed and implemented in the Institution, focusing on executive leadership, senior management and emerging leaders:

- **The Vice-Chancellor's Leadership Development Programme (VCELDP)**

The Vice-Chancellor's Executive Leadership Development Project was implemented in 2014, with the GIBS Institute as service provider. A group of 31 members participated in the project: 23 ELG members and eight promising female leaders specifically identified for further development. The programme consisted of three Study Blocks. The first Study Block took place on the GIBS Campus from 6 to 8 February 2014. The second Study Block, the international component, took place from 22 to 30 March 2014 and 26 April to 4 May 2014. The group was divided into two cohorts and each cohort visited different universities in Asia:

**Table 60: The VCELDP study blocks**

<b>COHORT 1</b>	<b>COHORT 2</b>
University of Hong Kong	Shanghai Jiao Tong University
City University	Fudan University
National University of Singapore	Nanyang Technological University (NTU)
HKUST	University of Singapore



The final Study Block required a written report and a presentation by the six action learning project teams, which took place on 17 June 2014. Three projects were identified and two teams each focused on one of the assigned projects.

The first project was on developing a game plan on “how to elevate UJ’s global academic stature”. The second team was asked to present a game plan and game changers on “how to establish UJ as the Pan-African epicentre for critical inquiry” and the third group was asked to present on the universal attributes that a UJ student should display on graduation. The final presentations were:

**Group 1:** The differentiating attributes of the UJ student of the future

**Group 2:** In pursuit of academic excellence and stature: What are the game changers?

**Group 3:** Strengthening the academic core for global reputation

**Group 4:** PAECE: UJ as the Pan-African epicentre of critical engagement

**Group 5:** Distinct, distinction, distinguished: the graduate of the University of Johannesburg

**Group 6:** UJ, a Pan-African epicentre for critical intellectual inquiry

The work presented by the different teams will be taken forward for further engagement.

This programme was complemented by a leadership development workshop for ELG members, “Shaping the future through collective and innovative leadership”, presented by Dr Susann Cook-Greuter (USA) and Dr Paddy Paisley (The Coaching Centre). This workshop focused on providing the participants (ELG members) with accelerating pathways for growth and for activating sustainable leadership, including promoting teamwork and managing diversity.

- Senior management programme: The ‘Just-in-Time’ Leadership Capacity-building Programme  
The purpose of this programme is meant to develop ‘just-in-time’ leadership capacity among senior managers, comprising of 10 sessions of 30 minutes each. These sessions were conducted at meetings of Management Committees. The programme covered ten topics. The “Just-in-Time” Leadership Development Programme for Senior Management that commenced in 2013 was completed in 2014. Seven faculties and five divisions participated in the programme.
- Emerging Leaders, Leadership Development Programme  
The Emerging Leaders, Leadership Development Programme was developed to contribute to the Talent Management Strategy of the University by creating a leadership pipeline, taking into consideration the Employment Equity Plan of the University.

The second cohort (22) of the Emerging Leaders, Leadership Development Programme commenced on 30 July 2014 and will complete in March 2015.

### **Values Statement (Credo)**

The Transformation Unit was charged with the responsibility of developing a Values Statement/Credo for the University. A task team, consisting of senior academic and support staff members under the leadership of the Registrar, developed a draft Values Statement/Credo for approval by the MEC in 2015.

## **THEME 3: ACADEMIC EXCELLENCE**

Academic excellence lies at the core of UJ as a knowledge-generation institution, and will determine its stature as a Pan-African centre for critical inquiry in the international academic fraternity. Academic excellence receives constant attention by all faculties and it is reported on in the Faculty/Divisional Annual Reports. At the same time, the Division of Academic Development and Support contributes significantly to the achievement of this theme by collaborating with faculties to provide students with the best possible academic experience as undergraduates in South Africa which includes promoting epistemological access. This is done through various interventions such as psycho-social support initiatives to stabilise the personal environment of the student, academic support initiatives to maximise the deployment of individual learning energies, initiatives to deepen and broaden individual use of academic technologies and opportunities for academic staff development in

pursuit of profoundly influential teaching practice. The comprehensive report of the Division is available in the Annual Report, but for the purpose of reporting on progress made in terms of the Institutional Transformation Plan, the following achievements are highlighted in this chapter:

### ***Promote an academic mindset that is open to new ways of tuition for a diverse student body***

The Academic Development Centre (ADC) was awarded a substantial grant to establish a National Resource Centre for the First-Year Experience and students in transition (SANRC). The UJ First-Year Experience (FYE) includes the First-Year Seminar (student orientation), the tracking of students and modules for early intervention in the event of identified risk, an academic referral system for psychological and academic counselling, an extensive tutor system and integrative reading and writing support (writing centres and structured literacies development modules).

The Centre for Academic Technologies (CAT) has contributed a sophisticated learning platform and state-of-the-art apps to maximise the accessibility of learning materials, student support and information exchange. The focus on first-year issues throughout UJ has contributed to very pleasing first-year success rates. Building on the success of the FYE approach, the ADC is also leading the new Senior Student Experience (SSE) at UJ. This is a first-in-country initiative aimed at understanding and supporting students during the latter part of their undergraduate studies, improving their study experience and preparing them more effectively for the world of work or for postgraduate studies.

The activities of the ADC are further underpinned by the work of the Centre for Psychological Services and Career Development (PsyCaD), whose team of fully qualified psychologists provides a range of services to students: the First-Year Seminar to help and encourage students to connect with the University environment; psycho-educational groups aimed at enhancing student academic success; walk-in services for initial psychological counselling or guidance; extensive psychotherapeutic services; life-enrichment workshops; the Peer Buddies Programme; the 24-hour Crisis Line; training and supervision of residence academic advisors (RAAs); and residence liaison programmes. Career-related interventions aim at guiding students through their career journey. The new uMatter campaign was rolled out at the beginning of 2014 with the overall aim of empowering students to take control of their lives and the challenges they face, and to contribute to their academic success.

### ***Academic staff development and performance management***

A further component of the work of the ADC is to ensure that staff are adequately capacitated to facilitate learning among highly diverse student groups, including many students who have been poorly prepared for success in higher education. The changing learning needs of the UJ student population require that staff regularly rethink their approaches to teaching, as well as curriculum content, both in line with the UJ teaching philosophy of 'learning to be' and with the implications of epistemological access. The Professional Academic Staff Development Unit (PASD) continued to provide development opportunities for academic staff to enhance teaching and learning. Activities in 2014 focused primarily on developing new academic staff, discipline-specific teaching and learning workshops in faculties and departments, developing teaching as a scholarly activity and recognition of teaching and learning through teaching awards and promotion.

### ***Improved international profile for enhanced institutional reputation***

In support of its vision of being 'an international University of choice, anchored in Africa, dynamically shaping the future', the University succeeded in reaching 13% of international staff against the target of 12%. In terms of international student enrolment we enrolled 2 307 international students against our target of 2 400.

UJ also participated in Universitas 21 network activities. Two hundred and seventy-nine students and academic scholars participated in the study abroad mobility programme encompassing semester-long student exchange, faculty-led programmes, short learning programmes and conferences, and a set of new executive courses with our major partners. Of these students and academic scholars, 133 were involved in outbound programmes while 146 were involved within inbound programmes.

Furthermore, international Faculty reviews are creating awareness of UJ's contributions to South African nation building. The Faculty of Economic and Financial Sciences was commended by the international Review Panel

for their significant contribution to the development of human capacity and the transformation agenda of South Africa. The Faculty of Management was also commended by their international Review Panel for the comprehensive nature of their programme mix, which it deemed to be aligned with South African needs.

***Provide the infrastructure that is needed to ensure that teaching excellence is achieved***

The use of e-tablets/devices in teaching and learning is an important breakthrough for technology-assisted learning and teaching. UJ is the first African university to take this step and introduce e-tablets/devices in learning and teaching for all our first-year undergraduate students. Training was also provided to lecturers on how to use e-tablets/devices in the lecture halls and how to integrate technology into e-learning.

**THEME 4: EMPLOYMENT EQUITY (DIVERSITY MANAGEMENT)**

The University of Johannesburg recognises the impact of past discrimination on the realisation of equal employment opportunities and ensures that appropriate employment equity goals are set, employment equity plans prepared and implemented and that other relevant and appropriate measures are taken to ensure greater participation from the designated groups at all occupational levels of the organisation. The management team of UJ is committed to both equity and diversity by providing employees with real opportunities to learn, grow and develop in a supportive and nurturing environment. Transformation in the people management arena is high on the agenda of each line manager within the ambit of their responsibility, as regards:

- attraction of designated staff in terms of the employment equity targets set by Council;
- retention of designated staff by ensuring that a productive and conducive work environment is fostered;
- development of staff with potential in order to equip them with competencies and skills to succeed in their current and future roles;
- deployment of designated staff to match their talents;
- providing opportunities for accelerated development for designated employees.

***Employment equity profile***

Workforce demographics are used to provide an overview of UJ's progress with regard to employment equity. The statistical analysis on workforce movement is submitted on a monthly basis to executive management for monitoring and trend analysis in terms of meeting employment equity targets. The Effective and Efficiency Reports to MEC have assisted in informing decision making on aspects such as academic profile, attraction and retention of key academics, particularly black academics, women and people with disabilities. Table 61 below highlights the overall employment equity headcount profile.

**Table 61: Permanent and fixed-term EE profile of faculties and divisions as at 31 December 2014**

Employment Category	Black		White		Foreign National		Total	
	Head-count	Proportion	Head-count	Proportion	Head-count	Proportion	Head-count	Proportion
Academic and Support Staff in Faculties	681	43.54%	726	46.42%	157	10.04%	1 564	50.02%
Support Staff in Divisions	1 174	75.11%	377	24.12%	12	0.77%	1 563	49.98%
<b>Total</b>	<b>1 855</b>		<b>1 103</b>		<b>169</b>		<b>3 127</b>	<b>100</b>
<b>Proportion of Institutional Total</b>	<b>59.32%</b>		<b>35.27%</b>		<b>5.40%</b>		<b>99.99%</b>	

Our commitment to enhancing the diversity of staff is reflected in the institutional employment equity (EE) targets. In 2014 appreciable progress was recorded in realising the EE targets defined in the UJ EE Plan.

The target set for 2014 was to have a black academic staff complement of 36%. This has not been met as we are at 35.37%. The target set for overall new black appointments was 60% and was surpassed by employing 64.56%. The target for the appointment of new African academic staff was set at 60%. The outcome was 64.56%. While existing initiatives will be strengthened through the review of EE targets in faculties and divisions, there will be a stronger focus on women, black and disabled staff.

Possible reasons why the 36% target was not met, in spite of success in new black appointments, include:

- The higher percentage of Foreign National Academics (21.43%) appointed;
- The attrition rate: the overall attrition was 52 academic terminations and 51 academic resignations. Of these separations, 13 were black academic terminations and 16 black academic resignations. As discussed below, increasing attention is being paid to staff retention.

Monitoring and accountability mechanisms are in place to ensure that there is progress in achieving the targets. All members of the executive management are required to develop plans for monitoring compliance with their employment equity targets, for the units that report to them. All non-designated appointments are approved by the relevant executive member who must be satisfied that all reasonable efforts have been made to secure a candidate from the designated group. The executive deans and executive directors are held accountable for ensuring that their Faculty/Divisional Employment Equity Plans are implemented. The executive deans and executive directors report annually to the MEC on progress in relation to achieving employment equity targets in their relevant faculty/division/unit. Quarterly reports serve as an ongoing monitoring process to ensure that progress towards achieving the institutional EE targets is on track.

### ***Creation of assistant lecturer positions***

In order to attract promising young academics, the position of assistant lecturer was created in 2014. These positions were targeted to attract academics from the designated group as part of a career path process. To date 48 appointments have been made, with approximately 60% from the designated group.

### ***Disability***

The University of Johannesburg has adopted a disability policy and practice which seeks to address disability programmes in a planned and coordinated approach that aims to ensure consistency in relation to the University's commitment to equitable and progressive employment practices. UJ aims to be a preferred employer for employees with disabilities and has a dedicated office within HR, which drives the specialised support required. The Wellness Office works closely with the staff member's line manager to ensure reasonable accommodation within the work environment. This reasonable accommodation refers to adapted work outcomes as well as the provision of assistive devices and technology when required.

The Wellness Office supported and advised seven employees and their line managers on disability issues. There was very strong collaboration with PsyCaD's Office: People with Disabilities in assisting employees with disabilities. The Wellness Office distributed disability booklets to staff on wellness days and during Staff Day, as well as during information sessions. The role of HR in assisting employees with disabilities was also clarified. There were four new registrations of people with disabilities, thus bringing the total number to 24. The employee Wellness Office also conducted three disability sensitisation workshops and 110 employees participated. This assisted employees in engaging further with the Wellness Office and clarifying issues of disabilities. As a result of this engagement, one employee felt comfortable to disclose their disability status. The workshops also assisted those who had already disclosed their disability status to seek support in terms of assistive devices, and ongoing personal support.

### ***Planning for employment equity***

As part of driving the talent management strategy within UJ, line managers are required to develop annual workforce plans. Workforce planning within the UJ context is a planning process that focuses on current and anticipated position vacancies projected in the annual budgeting process. The planning process involves considering the current EE profile of the Unit and planning towards achieving EE targets.

In addition, succession planning guidelines have been developed and ensure that EE targets are taken account when identifying potential talent for future positions. Employees in the talent pool will further be assigned mentors as per the mentorship programmes.

The attraction and retention of black academics is an important area of focus. Appointments and terminations are monitored on an ongoing basis. Trends and tendencies are analysed and remedial measures implemented. Internship programmes have been introduced for job seekers with limited work experience. Student workers from designated groups are also prioritised as part of the work experience programme.

Functional management training is available, to provide managers with the necessary knowledge and tools to be effective in their UJ management role. The highly customised programme aimed at supporting the UJ managers with competencies and practical knowledge about UJ practices and procedures was attended by 179 managers. The Middle Management Programme introduced in 2014 focuses on enhancing management and leadership competencies.

UJ's Staff Induction Programme has been refocused to create a welcoming environment for staff and also serves as a valuable platform for introducing the UJ values and inclusive culture to new staff.

## **THEME 5: A STUDENT-CENTRED AND CARING INSTITUTION**

The student population is an essential building block of the institutional architecture of UJ. Students at UJ are not only here to gather knowledge, but to equip themselves to enter the world of work with confidence and pride, to become value-adding citizens and develop as individuals with a robust character to survive in a world of uncertainty and change. One of the most important characteristics of the UJ culture is its ability to embrace and extract value from its diverse population, diversity not only in terms of ethnicity, race, age, gender etc., but also diversity of perceptions, opinions and religions. Students are encouraged to engage and are equipped to extract value from diversity instead of shying away from it. Student leadership skills are developed to lead their peers, but also to participate meaningfully in the transformation of the UJ institution as such.

This theme is addressed at many levels throughout the University and has been included in individual reports submitted by faculties and divisions. This report will only highlight some of the top achievements in terms of 2014.

### **• Contributions by the Student Affairs Division**

The Student Affairs Division focused on providing students with an environment that is nurturing and supportive of their academic endeavours through extra-curricular programmes and activities aimed at meeting the students' needs and interests and fostering their all-round development.

### **• Overall student profile**

Students at the University of Johannesburg come from all corners of South Africa and represent the vibrancy and the social, ethnic and class diversity of the Johannesburg metropolis, and its students are as diverse as the society it serves. The total student headcount enrolment figure in 2014 was 49 526 with 86% undergraduate and 14% postgraduate students. Although there was a slight decrease in the number of female undergraduate students in 2014 (53%) compared to 2013 (54%), female students still accounted for the majority of enrolled undergraduate students. Africans accounted for 84%, followed by whites at 9%, then Indians at 4% and lastly coloureds at 3% of the total undergraduate student population. This racial distribution was very similar to that of 2013. International students made up 3.7% of the undergraduate student population in 2014.

There was a slight increase in the number of enrolled postgraduate students in 2014 (6 230) compared to 2013; however the gender and race distribution remained very similar to 2013. There were more females than men enrolled for postgraduate studies: females were 60% and 59% in 2013 and 2014 respectively. In 2014, Africans accounted for the majority of postgraduate students at 63%, followed by whites at 26%, Indians at 6% and lastly coloureds at 4%. This distribution was similar to the 2013 postgraduate enrolment pattern. International students made up 12% of the postgraduate student population in 2014.

- **Residence student profile**

The Admissions and Placement Policy stipulates that residences should adequately reflect the demographic diversity of the student body of the campus on which or near to which the residence is situated. The residences are mainly occupied by African students at 93% while coloured (2%), white (4%) and Indian (1%) students make up the rest of the residence population. While the overall demographic distribution of the various races in the residences follows the overall enrolment pattern, the percentage of African students in the residences continues to exceed the total percentage of Africans enrolled, while Indian students are below target. As regards the gender distribution of residence students, there is a split of 45.3% male and 54.7% female students.

The policy further requires the University to place at least 20% of international students (undergraduate and postgraduate) in residences. A total of 272 international students were placed in the residences in 2014, substantially below the 2014 target of 1 320 international students. This is an area which requires much attention and close collaboration with the International Office.

- **Transformation and developmental initiatives**

Student Affairs offered various opportunities for both staff and students to engage with transformational issues and build capacity. The programmes and interventions are summarised below.

**Table 62: Transformation and development initiatives**

<b>Intervention/Programme</b>	<b>Date/s</b>	<b>Facilitated/ Coordinated by</b>	<b>Target group</b>	<b>No. of events</b>	<b>No. of participants</b>
<b>Induction Programme</b>		Student Life and Governance (SLG)	Student Representative Council (SRC), Student Advisory Council (SAC), RAG Committee, UJ Observer, societies	4	SAC-SRC 48
<b>A Leadership Skills Development Programme</b>	July 2014	SLG and National Student Leadership Association (NSLA)	SRC	1	40
<b>Financial Literacy Programmes</b>		SLG	Student leaders	3	100
<b>A programme on writing and presentation skills</b>		Jointly conducted by SLG and Academic Development Centre	Student leaders	1	100
<b>A Women of Worth Programme dealing with health and leadership issues</b>		SLG	Female student leaders	1	150
<b>A workshop on what it means to be a man in South Africa</b>		SLG	Male students	1	100
<b>Town Hall Talks on ethical leadership</b>		SLG Adv. Thuli Madonsela	All students	1	150
<b>Town Hall Talk on the engaged leader</b>		SLG		1	100
<b>Anti-drug and substance awareness campaign through sport, body, mind and soul discussion with students</b>		SLG	All students	1	150

<b>Promotion of the Student Charter at the Academic Opening.</b>		SLG	First-year students	1	1500
<b>Responsible use of alcohol</b>		Student Accommodation and Residence Life (SARL)		2	100
<b>Sensitisation workshop on sexual orientation issues</b>		Campus Clinic and NACOSA	SLG staff	1	1
<b>Shared Values Programme</b>		(SARL) Mike Muendane		4	27
<b>Training sessions on academic integrity and the procedures for student discipline.</b>		Student Ethics and Judicial Services (SEJS)	Students, particularly student leaders, residence students, house committees, ethics ambassadors, and day house students	15	over 750
<b>LGBTI Pride March</b>		SLG	Students	1	50

- **Contributions by Arts and Culture**

Arts and Culture (located within the Division of Institutional Advancement) produces and presents student and professional arts programmes that are aligned to the UJ vision. A full report on their activities is included in their divisional report.

Arts and Culture produced many student-related programmes during the year which proved popular with students. External stakeholder respondents continue to support and admire the work, finding the passion and enthusiasm of the student body overwhelming. An independent external review confirmed that students greatly valued the opportunities offered by UJ to act, dance and sing, and to develop a level of expertise and discipline in these crafts. Students were vocal in their demand for 'more', both in term of content and also in terms of quality, and UJ will need to find ways of meeting these challenging demands over the next couple of years.

The 2014 Performing Arts Programme was an articulation and iteration of the UJ Strategic Plan 2025 curated in line with the guiding principles of UJ Advancement. Multidisciplinary, multifaceted and multi-plural, the programme was entitled REVOLUTION MMXIV and was compiled both as a celebration of 20 years of freedom in South Africa, as well as a meditation on the ideas and ideals of freedom from a global perspective. Further detail of productions in the 2014 Programme can be found in the Arts and Culture report under Section Thirteen on Student Life in this Annual Report. The UJ Choir combined a fine Western repertoire with full-blooded African music and involved students from all four campuses, few of whom had previously had any music training or the opportunity to sing in high-profile choirs prior to their selection.

- **Disability-related activities at UJ**

Recognising the talents, abilities and potential of people with disabilities, the University of Johannesburg is committed to creating an enabling learning and work environment along with an organisational culture where full and equitable participation and progression become a reality for all its students and employees. Disability integration forms an integral part of the University's transformation agenda.

DHET is currently working towards a National Disability Policy and Strategic Framework, which will seek to create an enabling and empowering environment across the system for staff and students with disabilities. While this is being developed, UJ is already seeking to create an enabling and empowering environment for staff and students with disabilities. Its current policy positions the University as being committed to aligning its institutional plans and strategies to allow for this.

In addressing and supporting disability, the UJ emphasises a holistic approach that moves beyond the built environment and the use of assistive devices. It supports the integration and adaption of teaching and learning methodologies, coupled with the building of capacity to address disability at all levels of the institution through reasonable accommodation and best practices. During 2014, 259 students with disabilities registered with the Disability Services Unit in PsyCaD, and were directly supported in various ways.

Sport for Students with Disabilities (SSD) at UJ is encouraged and provides opportunities for students with disabilities to compete at a national and international level in various sports; this has resulted in medal achievements within the sporting disciplines of blind judo, wheelchair tennis and basketball, swimming, para-rowing and various track and field events. The SSD has further produced paralympian participants, as well as World Champions, in various disability sporting codes, and remains a club against which other institutions benchmark the support provided to these athletes.

- **Contribution by Health and Wellness**

The Health and Wellness Unit within the Registrar's portfolio is home to the Occupational Health Practice (OHP), Primary Healthcare Service (PHC) and the Institutional Office for HIV and AIDS (IOHA), who jointly address all aspects of health and selected wellness programmes on campus, ensuring equivalence of all campuses through:

- delivering a professional, efficient and effective client and office-related service;
- preventing and reducing new HIV infections by creating an enabling environment at a behavioural, biomedical and social level;
- providing appropriate resources and referrals for support of people infected and affected by HIV;
- continually assessing occupational health risks associated with teaching and learning, for instance in laboratories;
- regularly auditing food providers on campus for compliance with food hygiene markers;
- providing excellent emergency medical services;
- ensuring excellence in primary healthcare according to national Department of Health standards.

These units work very closely with PsyCaD in the Division for Academic Development and Support to ensure a holistic approach to the health and wellness of UJ students and staff.

## **CONCLUSION**

The University of Johannesburg made remarkable progress during the first decade since the merger and that is quite evident in this report. Considerable progress has been made in terms of the Transformation Agenda in Higher Education in the following areas:

- teaching and learning;
- research and postgraduate education;
- providing world-class programmes;
- student access and student success rates;
- securing the next generation of academics;
- higher education landscape (institutional culture – differentiation and diversity).

In the next decade the UJ Transformation Agenda will focus more strongly on epistemological transformation, addressing the challenges of historical legacies of intellectual colonisation and racialisation. The recent transformation challenges expressed by students from other South African universities have put enormous pressure on UJ to finalise its project towards the renaming of residences, and this will receive priority in the current academic year. Emphasis will also be placed on the cultural practices that are deemed hurtful, and to that effect, a change leadership project for residence life and residence leaders will be prioritised. These projects are intended to create an enabling institutional culture and environment, which is a necessary condition for academic freedom. Our efforts in addressing these issues will be much more radical and will put more emphasis on creating an institutional and academic culture that is inclusive and contributes towards social cohesion, and is appreciative of diversity of class, gender, sexual orientation, language, religion,



nationality, etc. But, at the same time the culture should provide the University community with opportunities to explore epistemologies, theories, questions and methodologies that have not been part of the intellectual discourse and writings in the past.

During 2015, more emphasis will also be placed on the monitoring and evaluation of transformation in the University and on ensuring that all themes within the Institutional Transformation Plan receive the same level of attention. This will require a collaborative approach that will include all faculties and divisions.

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**Tumi Mketi (Ms)**

Senior Executive Director in the Office of the Vice-Chancellor

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**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal

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**Roy Marcus (Prof.)**

Chairperson of Council

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# STUDENT LIFE

## OVERVIEW

This section focuses on student life at the University with reference to Student Affairs, Arts and Culture and Sport. Student Affairs is headed by an Executive Director, Sport is headed by a Senior Director, and Arts and Culture forms part of the portfolio of the Executive Director: Advancement. These portfolio leaders are responsible for leadership and governance and report through to a member of the Management Executive Committee (MEC).

## STUDENT AFFAIRS

### OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

#### ***Operating context***

The Student Affairs division focuses on providing students with an environment that is nurturing and supportive of their academic endeavours through extra-curricular programmes and activities aimed at meeting the students' needs and interests and fostering their all-round development. This Division comprises three subdivisions, namely, Student Accommodation and Residence Life (SARL), Student Ethics and Judicial Services (SEJS) and Student Life and Governance (SLG).

During 2014 SARL focused on the admission and placement of students in residences, residence life, residence operations, vacation accommodation and accredited off-campus student accommodation. The SEJS Unit was responsible for conducting preliminary investigations into complaints or reported cases; taking corrective action through alternative dispute resolution measures such as discipline through dialogue, conflict resolution as well as reparation; and taking corrective action through formal disciplinary hearings and ensuring that the sanctions were implemented correctly. The Unit also coordinated Student Ethics (SE) programmes aimed at promoting a culture of ethics among students. Finally, SLG was responsible for coordinating student development activities and providing administrative support to student structures such as the Student Representative Council (SRC), student societies, RAG, the *UJ Observer*, as well as general student development programmes.

#### ***Governance***

The Student Affairs Division reported to the Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs from January to September 2014 and to the Senior Executive Director in the Office of the Vice-Chancellor from October 2014.

Student governance structures included the UJ SRC, the four campus SRCs, house committees and various committee structures. All committee members, including the SRC members, are annually elected. Students elected house committees and floor representatives who represented their interests and liaised with the

residence management team. The house committees also organised and coordinated activities aligned to the five-pillar model which covered programmes on sport, arts and culture, community outreach, social life, leadership and risky student behaviour.

The specific policies of Student Affairs, as well as relevant university policies, provided the regulatory framework within which the Division operated. The student accommodation environment was guided by the Admission and Placement Policy, the House Warden Policy, the Off-Campus Accreditation Policy, the Rules and Regulations for Residence Students, and the Residence Vacation Policy. Student Discipline Rules and Regulations guided the work and functions of SEJS. The Charter of the Student Services Council, the SRC Constitution, the SRC Electoral Policy, the Societies Policy, the Financial Policies, the Policy on Responsible Use of Alcohol, the Event Safety and Security Standard Operating Procedures, the Regulations for the Student Newspaper and the Regulations for RAG were the framework within which Student Life and Governance activities operated.

Management of Student Affairs held monthly staff meetings and monthly meetings with the UJ SRC and campus SRCs, house committees, RAG committees and the *UJ Observer* in order to ensure good governance and quality management. In addition, Student Life and Governance held quarterly meetings with leaders of student societies. The Student Services Council (SSC), which was co-chaired by the DVC: Internationalisation, Advancement and Student Affairs and the UJ SRC President, met quarterly to address issues pertaining to student services and support.

### **Risk management**

Several risks related to student life and activities were identified and mitigating mechanisms were put in place. The following risks were prioritised:

- *Squatting and sub-letting* – SARL, assisted by Protection Services, conducted regular raids in the residences.
- *Lack of adequate accommodation on campus forcing students to stay in off-campus accommodation that does not meet UJ standards* – Building of additional accommodation at the Soweto Campus began. The Off-Campus Accommodation Policy and the accreditation process were reviewed. Additional administrative staff were appointed to support the Off-Campus Accommodation Office on all campuses.
- *Safety of students* – A bio-metric access control system was introduced and piloted at the Sophia Town (Auckland Park Kingsway Campus) and Hector Pieterse (Soweto Campus) residences. In collaboration with Protection Services, stronger ties were developed with the local police station. Students were also made aware of safety and security issues through various campaigns.
- *Student protest disrupting University business* – Student Life and Governance engaged with student leaders on a regular basis to ensure that matters were resolved before they escalated into student protests. Student leaders were also advised of the procedure to follow when staging protests.
- *Ineffective student governance* – A Student Advisory Council was put in place when the 2014 SRC elections were postponed to ensure that there was no leadership gap. The SRC Constitution and the SRC Electoral Policy were reviewed to ensure wider student participation in the SRC elections. The University Council approved the recommended amendments of an 80:20 split of organisation-based versus independent candidates for the SRC, as well as the proportional representation of organisations in the SRC.
- *Outdated residence traditions and practices* – A strategy to engage students in an effort to create a new ethos and culture and rename the residences was approved by the Naming Committee of Council.

## **STRATEGIC FOCUS AND TARGETS**

In 2014, the strategic focus of Student Affairs was on Strategic Objective 4: "Enriching student-friendly learning and living experience". However, Student Affairs also contributed towards the achievement of Strategic Objectives 1, 2, 3 and 5.

### **Strategic Objective 1: "Excellence in research and innovation"**

Student Affairs supported the objective of creating excellence in research and innovation by providing world-class accommodation to postgraduate students and postdoctoral fellows. Seven hundred and ten

postgraduate students, including postdoctoral fellows, were housed in UJ residences. The 14% of postgraduate students (including postdoctoral fellows) in residences was higher than the 12% achieved in 2013. This was as a result of the renovation of six identified residences into dedicated postgraduate accommodation. As part of this initiative, the Academic Accommodation Project to renovate 67 rooms at Broadcast Court and five houses off campus started in 2014.

In order to promote academic integrity among postgraduate students, 2 500 copies of the year calendar, which contains academic rules and regulations, were distributed to postgraduate students through the Postgraduate Centre. A brochure about plagiarism and related ethical conduct in research was compiled and distributed to 2 000 postgraduate students before the end of the second semester. In addition, the Plagiarism Policy was emailed to 2 500 postgraduates. The Internationalisation Office was requested to distribute 50 posters and 500 pamphlets to international students.

Postgraduate students (100 students) also participated in various programmes of SLG, e.g. the Women of Worth Seminar and two Town Hall discussions. Twenty- five postgraduate students also participated in student leadership positions in student structures such as the SRC, student societies, RAG and the *UJ Observer*.

### **Strategic objective 2: “Excellence in teaching and learning”**

In an effort to support the University’s strategy to improve student success rates and student retention, SARL made strides to implement the targets set by the Admissions and Placement Policy in terms of accommodating first-year students within University residences. UJ had the capacity to accommodate 35.7 % (17 894) of enrolled students on and off campus. This was an improvement on the 31.8% of 2013; however, off-campus accommodation still accounted for 63% of the available accommodation. In total, 17 355 students, which was a 2.2% increase on the 2013 figure of 16 972, were accommodated in 2014. On-campus residences, which were in great demand, had a high occupancy rate of 99.75%. The unoccupied rooms were de-commissioned for renovation into postgraduate rooms. Occupancy in off-campus accommodation was also high at 95.22%.

First-year students made up 29% of residence students, which was an improvement on the 27% achieved in 2013 and is well on its way to reaching the 35% target set for 2015. There was no change in the international student numbers which accounted for 5% of all residence students. Twenty-five students living with various disabilities were accommodated in UJ residences.

The residence demographics in 2014 were still far from reflecting the University demographics as white students were 4% (against the expected 11%) of residence students, Indians were 1% ( against 3%) and coloureds were 1% (against 3%).

**Table 63: A summary of key student accommodation statistics as at 01/07/2014**

	<b>Category</b>	<b>Number</b>
<b>Applications for Residence</b>	Total number of applications for residences	17 650
<b>On-campus Accommodation</b>	Total number of beds available in on-campus residences	6 604
	Total number of beds occupied	6 539
<b>Off-campus Accommodation</b>	Total number of beds available in accredited off-campus accommodation	11 289
	Number of off-campus beds occupied	10 750
<b>Distribution of residence students per level of study</b>	Number of first-year students in residences	1 943 (29%)
	Number of senior students in residences	3 676 (56%)
	Number of postgraduate students in residences	920 (14%)
<b>Distribution of residence students per origin</b>	Number of local students in residences	6 212 (95%)
	Number of international students in residences	327 (5%)

### **Strategic objective 3: “An international profile for global excellence and stature”**

International students were provided with opportunities to participate in various activities, for example, eight international students served in the 48-member Student Representative Council while nine were in leadership positions of societies, five students were members of the Student Advisory Council, and 12 were members of the Ethics Ambassadors team. International students (250) also participated in societies such as the Golden Key Society, AIESEC, and the Angolan, Congolese, Kenyan and Zimbabwean student societies.

In conjunction with the Division for Internationalisation, UJ students and SLG staff members were given opportunities to gain international exposure. For example, four UJ SRC members and two staff members were assisted to visit universities in the USA for benchmarking purposes. One student travelled to Ireland through the Abe Bailey Bursary, another student attended the One Young World Summit in Dublin and yet another student attended the G20 University Conference in the United Kingdom. SLG also hosted a delegation of student leaders from different Nigerian universities.

### **Strategic objective 4: “Enriching student-friendly learning and living experience”**

Student Affairs created an enriching learning and living experience through the provision of programmes and services that supported students through the student lifecycle, established learning and living communities, and promoted a responsible and respectful student culture and ethos. The main objective was to provide students with an environment that is nurturing and supportive of their academic endeavours, and provides a wide range of extra-curricular activities to meet their needs and interests, and foster their all-round development. SARL piloted the learning and living communities (LLC) concept at two residences at APK. A sport learning and living community was established at Afslaan while an academic LLC was started at Sophiatown with the allocation of students from the Faculty of Economic and Financial Sciences to this residence.

The Residence Academic Advising (RAA) Programme was expanded by recruiting 234 advisors, 202 of whom were active throughout 2014. These RAAs provided guidance and support to 1 616 first-year residence students who participated in the RAA programme. The success rate of first-time entering undergraduate students in residence in 2014 is 4% higher than those not in residence, however this gap is much lower than the 5.6% seen in 2013. On the other hand, the success rate of first-time entering female undergraduate students in residence increased by 0.5% in 2014 to 88.7% while the success rate for the male counterpart declined by a significant 2.2% to 80.7% in 2014 from 82.9% in 2013.

**Table 64: First-time entering undergraduate success rate per residence status and gender**

	2010	2011	2012	2013	2014	Rate Difference 2014 to 2013
<b>Non-residence Students</b>	73.9%	75.1%	79.2%	80.2%	81%	0.8
<b>Residence Students</b>	84.1%	84.1%	84.3%	85.8%	85%	-0.8
<b>Female</b>	85.2%	85.2%	88.2%	88.2%	88.7%	0.5
<b>Male</b>	82.9%	82.9%	83.3%	82.9%	80.7%	-2.2
<b>Total</b>	<b>75.1%</b>	<b>76.5%</b>	<b>80%</b>	<b>81.1%</b>	<b>81.6%</b>	<b>0.5%</b>

More day students were provided with the opportunity to participate in organised residence life activities by joining three new day houses that were established in 2014, bringing the total number of day houses to seven. The additional day houses were Pishon of Soviet at the Soweto Campus, Abellies at the Doornfontein Campus and Ikhaya Lethu at the Auckland Park Bunting Road Campus.

In an effort to ensure that UJ students develop into responsible students, SEJS offered several campaigns on student ethics and also managed student disciplinary cases. Ten training workshops and seminars were conducted during the first semester of 2014 for student leaders, residence students and day students on academic integrity and the procedures for student discipline. These were attended by 400 students. SLG also supported these efforts through the promotion of the Student Charter among student leaders, as well as at the Academic Opening, the First-Year Seminar and the induction of members of the SRC and student societies. The directorate also drafted the SRC Code of Conduct in consultation with the SRC.

Furthermore, several campaigns aimed at raising awareness of UJ rules and regulations and promoting academic integrity were facilitated by SEJS as follows:

**Table 65: A summary of the SEJS campaigns**

<b>Campaign</b>	<b>Activity</b>	<b>Students/ Targets Reached</b>
<b>UJ Rules and Regulations</b>	a. Distribution of year planner, pocket-size mini calendar containing Student Rules and Regulations	2 500 copies of 2014 year calendar 8 000 copies of year planners (calendars)
	b. Distribution of SEJS pamphlets containing examples of different types of transgressions, applicable rules and regulations and possible sentences	8 000 copies of pamphlets
<b>Examination Integrity Campaign</b>	a. Putting up banners and posters during examinations	128 banners and 323 posters
	b. An article on academic integrity published in the <i>UJ Observer</i> June Edition	UJ Observer has an estimated readership of 20 000 students
	c. UJFM 95.4 aired SEJS pre-recorded clips of messages on academic honesty and integrity from 31 May to 19 June 2014. There were a total of three clips and each clip contained a minimum of three different messages relating to and addressing academic dishonesty in examinations.	An estimated target audience of 33 750 student listenership of UJFM 95.4
	d. SEJS pre-recorded clips of messages on academic honesty and integrity which played on media targeting students	Varsity TV broadcast short messages addressing integrity in exams. Varsity owns television sets that are mounted in different areas of the Student Centre across UJ campuses. This method was successful in complementing the traditional mediums of communication.

SEJS received and managed a total of 214 student disciplinary cases in 2014. The case ratio per student population was at 3.2 per 1 000. There was a remarkable improvement in case management in terms of the turnaround time with 95% (204) of the cases completed within a 30-day period. The remaining ten cases (5%) were completed after 30 days as the nature of these cases required thorough investigation and the timeframes overlapped into June/July and September holidays when students were unavailable.

There was a slight decrease in the number of academic dishonesty cases as these accounted for 59% of cases in 2014 compared to 61% in 2013. General misconduct cases accounted for 14% compared to 39% in 2013. Crime and violence were noticeable at 10%, while cases related to student protest made up 10% and those involving substance abuse were 7% of all disciplinary cases. Cases of fraud were very low, at less than 1%. Sixty-nine per cent of misconduct cases were committed by returning students (that is, second year and above), followed by first-year students at 19% and finally postgraduate students at 12%.

A total of 205 (96%) students were found guilty and 60% of these were male students. Twenty-two cases were resolved through facilitated dialogue. The number of cases with a guilty finding is steadily increasing as case management, investigative processes and record-keeping are improved.

**Table 66: General information regarding cases reported, completed and pending per campus in 2014 (compared to 2013 and 2012)**

	Description	APB	APK	DFC	SWC	SIY	Total 2014	Total 2013	TOTAL 2012
<b>Cases/ Incidents Reported</b>	Total number of cases/ incidents reported	36	116	42	16	4	<b>214</b>	<b>209</b>	<b>716</b>
	Number of cases referred to Student Disciplinary Committee	29	111	36	15	3	<b>194</b>	<b>209</b>	<b>716</b>
	Number of cases completed through Alternative Dispute Resolution (ADR)	7	5	6	1	1	<b>20</b>	<b>0*</b>	<b>-</b>
<b>Cases/ Incidents Status</b>	Number of cases completed	29	111	36	15	3	<b>194</b>	<b>209</b>	<b>716</b>
	Settlement agreement through dialogue	7	5	6	1	1	<b>20</b>	<b>-</b>	<b>-</b>
<b>Case Outcomes</b>	Students found guilty	35	112	40	15	3	<b>205</b>	<b>194</b>	<b>680</b>
	Students found not guilty	1	4	2	1	1	<b>9</b>	<b>15</b>	<b>36</b>
<b>Types of Transgressions</b>	Transgressions relating to academic dishonesty	20	66	32	9	0	<b>127</b>	<b>128</b>	<b>136</b>
	Other transgressions	16	50	10	7	4	<b>87</b>	<b>81</b>	<b>580</b>

SLG also coordinated two induction programmes for the Student Advisory Council and the 2014 Student Representative Council respectively. A Leadership Skills Development Programme workshop was also held in July for the 2014 SRC members. Other student leadership development programmes that were offered included four training programmes for societies, three financial literacy programmes for student leaders and a programme on writing and presentation skills for student leaders that was jointly conducted with the Academic Development Centre.

Student leaders were also supported by SLG staff through one-on-one coaching sessions. For example, 20 students who were facing disciplinary and/or court cases with regard to the unlawful protest which took place in January 2014 were advised of the best way to resolve the matter with the University. Members of SAC and SRC were also provided with guidance and advice on their respective academic and leadership role challenges and fee discussions and the SRC President and SAC member were respectively assisted with writing speeches for Mandela Day, Zazi Launch and Public Protector meeting. In addition, the SRC and SAC were respectively assisted with writing reports for the University Council and Student Services Council.

As part of supporting students through the student lifecycle, numbers of deserving students received two cooked meals a day for 24 weeks through the Student Meal Assistance Programme. A total of 3 889 students, an increase on the 2 100 in 2013, were supported in this way through a special University grant of R10 million. In addition 1 728 dehydrated meals a week sponsored by the Stop Hunger Now Organisation were distributed. Furthermore, 338 students were assisted through the SRC Trust Fund with tuition and/or residence fees.

A number of student cultural activities such as the Remember and Give (RAG) Week procession, four campus serenades, one UJ central serenade, five Miss and Mr UJ competitions and a comedy show were organised. UJ also hosted the 2014 Annual ATKV National Serenade Competition. Other opportunities for student participation included two Town Hall meetings, one on ethical leadership and the other on the engaged leader. Student Life and Governance also facilitated moral regeneration discussions and a workshop entitled *What it means to be a man in South Africa*. Over 200 student societies were active in 2014 and organised over 50 initiatives.

A number of events aimed at raising awareness about safety and security issues were facilitated by SLG. Together with Protection Services, SLG attended meetings with the City of Johannesburg to advocate on the safety of students in and around campus. The SRC and an SLG staff member also participated in the road safety and cycling project. As part of the Risky Student Behaviour Programme, several anti-drug and substance abuse campaigns brought awareness to the student population about the dangers of drugs and substance abuse; these included the “Body, mind and soul” discussion with students, and a Sport Against Drug and Substance Abuse Campaign which was done in collaboration with the Tshwane University of Technology and the South African National Council on Alcoholism and Drug Dependence (SANCA).

In collaboration with PsyCaD and the Campus Clinic, health promotion workshops were conducted for residence students. Two such workshops for first years were attended by 600 female and 200 male students. Six residence students were referred to PsyCaD for counselling and support while 20 students were referred to relevant health services.

**Strategic objective 5: “National and global reputation management”**

Student Affairs staff members attended and contributed to various national and international conferences. Three staff members, one of whom presented a paper, attended the inaugural SASFAS conference in Durban in July 2014, while another staff member presented a paper at the ACUHO-I Annual conference in the United States.

**EMPLOYEE PROFILE**

The management team in Student Affairs was strengthened through the appointment of the Director of Student Ethics and Judicial Services, who took office on 1 March 2014, and the Executive Director Student Affairs who assumed her responsibilities on 1 April 2014.

Student Affairs had a total of 75 permanent and contract staff members servicing all four campuses. The demographics are as listed below:

**Table 67: Permanent and contract employees**

	Female	Male	White	African	Indians	Coloured
<b>SARL</b>	42	9	6	43	–	2
<b>SEJS</b>	3	6	2	5	–	2
<b>SLG</b>	4	4	–	8	–	–
<b>ED’s Office</b>	3	1	–	4	–	–
<b>Total</b>	<b>52</b>	<b>20</b>	<b>8</b>	<b>60</b>	<b>–</b>	<b>4</b>

Fifty-one of the total staff members were SARL staff and included the director, six placement officers, one head of operations, one head residence life, residence managers, administrative assistants and cleaners. SEJS had nine permanent staff members including the director, the head of judicial services, two managers of judicial services, two ethics officers and two administrative support staff. In SLG there were eight permanent staff members: the director, five student development practitioners, a student newspaper officer and an administrative assistant. The office of the ED had four staff which included two general workers.

**Table 68: Staff distribution in Student Affairs according to position**

	Post Level	Female	Male	African	Coloured	Indian	White	Total
<b>Executive Director</b>	3	1	–	1	–	–	–	1
<b>Director</b>	5	–	3	3	–	–	–	3
<b>Head</b>	7/8	1	2	3	–	–	–	3



<b>Student Development Practitioner</b>	9	2	3	5	-	-	-	5
<b>Residence Manager</b>	9	7	3	10	-	-	-	10
<b>Judicial Service Manager</b>	8/9	1	1	-	2	-	-	2
<b>Student Ethics Officer</b>	9	-	1	1	-	-	-	1
<b>Student Communication Officer</b>	9	-	1	1	-	-	-	1
<b>Placement Officer</b>	10	5	1	4	-	-	2	6
<b>Administrative Assistants</b>	10/11	3	-	3	-	-		3
<b>Secretary</b>	10	3	-	-	1	-	2	3
<b>Residence Assistants</b>	11	12	2	9	1	-	4	14
<b>Cleaners</b>	15	20	1	21	-	-	-	21
<b>General Workers</b>	14/15	1	1	2	-	-	-	2
<b>Total</b>		<b>56</b>	<b>19</b>	<b>63</b>	<b>4</b>	<b>-</b>	<b>8</b>	<b>75</b>

In addition Student Affairs had 29 temporary employees, including the chairpersons and prosecutors of the student disciplinary hearings.

## FINANCIAL RESOURCES

Student Affairs had a total budget of R166 605 404.16 in 2014, distributed as in the table below. In addition, a total of R17 million was available to assist students through the SRC Trust Fund and the meal assistance programme.

**Table 69: Summary of the Student Affairs budget for 2014**

Directorate	OPERATIONAL	SALARIES	TOTAL BUDGET
<b>SARL</b>	R116 657 985.82	R14 886 808.36	<b>R131 544 794.18</b>
<b>SEJS</b>	R394 865.63	R3 434 577.12	<b>R3 829 442.75</b>
<b>SLG</b>	R6 321 232.31	R5 745 644.72	<b>R12 066 877.03</b>
<b>ED's Office</b>	R296 685.96	R1 867 604.24	<b>R2 164 290.20</b>
<b>SRC Trust Fund</b>	-	-	<b>R 7 000 000. 00</b>
<b>Meal Assistance Programme</b>	-	-	<b>R 10 000 000.00</b>
<b>Total</b>			<b>R166 605 404.16</b>

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

### *Community engagement*

Students participated in a number of student community outreach projects, which included cleaning, donation

of food and clothing to eThembeni Home Orphanage, the African Children Feeding Scheme and Siyakhula Shelter. The RAG Committee also coordinated the Buy a Child Pyjamas Campaign. Over 3 000 residence students engaged in community engagement or social responsibility projects. In addition, approximately 30 student societies and four groups of RAG undertook community service work.

## **STAKEHOLDER ENGAGEMENT**

### ***Internal partnerships***

Student Affairs continued to partner with UJ Sports, Arts and Culture, the International Office, Occupational Health and Safety, Protection Services, Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV/AIDS and the Campus Health Clinic.

### ***External partnerships***

Student Affairs continued the partnerships with the City of Johannesburg's Urban Development Department; surrounding Johannesburg communities like Auckland Park, Rossmore, Melville and Brixton; the City of Johannesburg's Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited off-campus accommodation providers. These partnerships focused mainly on off-campus accommodation, as well as ensuring that UJ students were safe in and around the campuses.

Two other important partnerships with Gift of the Givers and the Stop Hunger Now Organisation ensured that the Student Meal Assistance Programme was a success.

## **LEADERSHIP**

The Director of Student Accommodation and Residence Life attended the Annual ACUHO-I conference and presented a paper on the management of off-campus accommodation. The Director of Student Life and Governance facilitated two sessions at the annual NASDEV National Student Development Winter School. The Executive Director presented a paper on Student Leadership Development at the Inaugural Conference of the South African Federation of Student Affairs Societies (SAFSAS) that was held in August 2014 in Durban.

## **CHALLENGES**

Student Affairs faced the following challenges during 2014:

- The shortage of adequate accommodation on campus continued to be a challenge. The conversion of some accommodation facilities into postgraduate student accommodation put pressure on the availability of rooms for returning students. As a result, more students stayed off campus and the safety of these students was a matter of concern as they were targeted by criminals when they commuted between their off-campus accommodation and campus.
- The practice of outdated and at times abusive traditions and practices by some members of University residences continued in 2014.
- Academic dishonesty through plagiarism and cheating during the examinations was still significantly high.
- Attracting white students to the residences remains a challenge.
- Dishonest service providers of off-campus accommodation do not fully comply with the policy and procedures.
- The Risky Student Behaviour Programme was not well coordinated.

## **CONCLUSION AND WAY FORWARD**

A variety of programmes and activities facilitated by Student Affairs created multiple opportunities for students to enjoy a vibrant student life and participate in outreach activities and student development programmes.

The challenges that were experienced in 2014 have been incorporated into the key strategic priorities for Student Affairs in 2015. In line with the University vision for 2025, emphasis is placed on achieving global excellence and stature through the prioritisation of:

- an improved off-campus accommodation system;
- an improved Risky Student Behaviour Programme;
- a review of the Student Affairs organisational structure and job profiles and streamlining of functional areas;
- the development of new policies and a review of existing ones;
- improved systems and processes in an effort to enhance efficiency in service delivery.

A handwritten signature in black ink, appearing to read 'Rose Laka-Mathebula', with a stylized, cursive script.

**Rose Laka-Mathebula (Dr)**

Executive Director: Student Affairs

A handwritten signature in black ink, appearing to read 'Tumi Mketi', with a stylized, cursive script.

**Tumi Mketi (Ms)**

Senior Executive Director in the Office of the Vice-Chancellor

# ARTS AND CULTURE

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

Arts and Culture produces and presents student and professional arts programmes that align to the UJ vision of being an international university of choice, anchored in Africa, dynamically shaping the future. Arts and Culture is located within the Division of Institutional Advancement.

Facilities include the UJ Arts Centre located on the Kingsway Campus, which comprises the 436-seater UJ Arts Centre Theatre, the Art Centre Gallery and collection (distributed in offices, public spaces and store rooms and comprising 1 509 works valued at R49 393 333), dance studios and choir rooms, as well as the Experimental Theatre on the Kingsway Campus and the 180-seater Con Cowan Theatre and dance studios on the Bunting Road Campus. These venues also serve as receiving houses for professional South African and international productions, concerts, exhibitions and conferences. Practical experience, performance opportunities in a range of genres and community engagement initiatives are available to UJ students, staff, alumni and the general public on all four campuses.

### **Governance**

The Arts and Culture Advisory Committee advises the Executive Director: Institutional 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 Advisory Committee is composed of the Executive Director: Institutional Advancement (convener and chair), the Head of Arts and Culture, the Dean: Faculty of Art, Design and Architecture and the Dean: 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. Meetings and discussions with Arts staff across the four campuses are held on a regular basis.

## **STRATEGIC FOCUS AND TARGETS**

During 2014 the footfall for UJ Arts and Culture activities (direct and indirect) was in the region of 145 000, with audiences for activities produced by UJ Arts and Culture accounting for 40% (58 000) of the total figure, and the remaining 87 000 attending activities hosted by UJ Arts and Culture.

By the close of the period under review, UJ Arts and Culture had produced and hosted a total of 112 events (where an "event" may be defined as once-off or running for several weeks) as follows:

### **PRODUCED**

- 19 student programmes
- 4 student and professional projects
- 6 professional exhibitions
- 6 professional productions

*(sub-total: 35)*

### **HOSTED**

- 20 Advancement and other UJ internal events
- 7 Student Affairs and SRC events
- 12 events by partners
- 38 events by external partners

*(sub-total: 77)*

Building on the findings of a review conducted in 2012, an independent external review of the programmatic scope and impact of UJ Arts and Culture for the period 2013/2014 was commissioned. The purpose of this was to establish an integrated baseline of direct and indirect student participation (as well as the intersection of

these together) across campuses. This will also, in a longer-term approach, enable the application of appropriate instruments for measuring non-linear, qualitative data, given that a robust mix of quantitative and qualitative metrics is required to monitor and evaluate creative and cultural activities, in order to effectively identify trends or to flag areas that may be in need of development interventions.

While external stakeholder respondents continue to support and admire the work of the organisation, the passion and enthusiasm of the student body was overwhelming. Student respondents to the review greatly valued the opportunities offered by UJ to act, dance, and sing, and to develop a level of expertise and discipline in these crafts. They were individualistic and vocal in their demand for 'more', both in term of content and also in terms of quality, and that may be one of the challenges for the next couple of years.

The neuralgic issues of inclusion, of equivalence of campuses, procurement and administrative burdens, and challenges of the new intake of students and their biographies will continue to be felt going forward. There may be some weaknesses and threats but there are many more opportunities. UJ Arts and Culture's track record of creating alliances, opening spaces and working within and adding value to the overall efforts of the Division of Institutional Advancement cannot be underestimated.

For the survey, questionnaires were drawn up to solicit views from students and staff at UJ, as well as patrons and stakeholders of UJ Arts and Culture. These were online questionnaires with a combination of structured and non-structured questions.

The students who participated in the survey were drawn from a wide range of diplomas and degrees: from Engineering and Commerce to Law, the Humanities and Social Sciences. Over half of the student respondents came from the Auckland Park Kingsway Campus, the rest were from the other campuses:

- Auckland Park Bunting Road: 9%
- Auckland Park Kingsway Campus: 59%
- Doornfontein: 16%
- Soweto: 14%
- Other: 2%

While nearly half of the students had had some kind of interaction with UJ over the past year, just over half had had interactions over a longer period of time:

- less than one year: 47%;
- between one and three years: 44%;
- three years and more: 9%.

Student respondents had found themselves challenged on two levels mainly: firstly in acquiring new skills and disciplines in the arts and secondly by opening minds and challenging mind-sets as evidenced by these comments:

- "The drama performances always challenge my artistry".
- "... Romeo and Juliet the script was a bit challenging to memorise".
- "we were challenged in that we had to offer up our weekends and holidays to rehearse, and our fitness and strength were greatly tested. But it was all worth it and we had a lot of fun..."
- "I learnt a great deal, was often tired than not from rehearsals and performances, but for the most part I'm glad to have had the opportunity to better and challenge myself through the process."
- "Just being part of the UJ Choir is a life changer in my life".
- "They have challenged me to push myself to my full potential and work hard to achieve my goals".
- "The queer festival challenged me to address the idea I had about gay people".
- "The art gallery opened up a new hobby in me, and I am challenged to keep up with Africa's true history in artwork".
- "There was a play that was about morality and black consciousness. It challenged me to think and become objective and open minded".
- "I attended the Greek video night about Heracles. It gave me a glimpse into the Department of Historical Studies".

In terms of metrics, it is clear that quantitative metrics are the lowest common denominator in surveys, and that a wide range of other metrics is needed. Non-linear, qualitative data like the comments above are

valuable feedback mechanisms which we will continue to incorporate into decision making and for identifying improvements and trends going forward.

## PERFORMING ARTS

The 2014 Performing Arts Programme was an articulation and iteration of the UJ Strategic Plan 2025 curated in line with the guiding principles of UJ Advancement. Multidisciplinary, multi-faceted and multi-plural, the programme was entitled *R VO UTION MMXIV* and was compiled both as a celebration of 20 years of freedom in South Africa, as well as a meditation on the ideas and ideals of freedom from a global perspective.

At centre-stage, as the lead student production at the heart of the 2014 Programme, was *Marat/Sade* directed by Alby Michaels and presented in homage to the French Revolution. Adapted by Peter Brooke for the Royal Shakespeare Company from the original by Peter Weiss, the play is set in the asylum of Charenton on 13 July 1789, the eve of Bastille Day, where the Marquis de Sade is held incarcerated (as, in fact, he was from 1801 to his death in 1814). The production featured a large student cast led by three seasoned industry professionals. This is what the press had to say:

What better way to kick it off with a bang than Peter Weiss' play *Marat/Sade*? Alby Michaels displays quite a riveting grip on each character – be it on the three professionals in this show, Mothusi Magano as De Sade, Jacques Bessenger as Marat and Jenna Dunster as Charlotte Corday who assassinates Marat – as well as 30 others, mostly alumni and students, including some in their first year... a must-see ...  
– Paul Boekkooi (*Star Tonight*)

Taking their cue from iconic, historical revolutionaries, DALRO and Think Theatre exhumed a literary revolutionary in his own time: William Shakespeare – resurrected and reinvented in a duo of classics aimed at high-school learners. *DALRO's iHamlet* (adapted by Robin Malan and directed by Jade Bowers) reduced the bard's longest play into 60 minutes for a Johannesburg schools performance. Think Theatre's acclaimed *Othello*, directed by Clare Mortimer, returned to the UJ Arts Centre. The production offered a valuable learning aid for secondary school learners studying Shakespeare's stage tragedy as a setwork and was presented in partnership with UJ Student Marketing.

*The truth about you* is a solo performance which served as UJ's lead Applied Theatre production and personified the AIDS virus in our conversation about 20 years of democracy. Recurring themes of stigma and discrimination at the socio-cultural, political and economic level were raised as serious concerns by the production to heighten the need for re-thinking and indeed re-inventing how we approach the epidemic and our personal choices. Arts and Culture Trust impACT Award winner for Theatre 2013, Motlatji Ditodi, performed the work which was presented in the Experimental Theatre during the first semester and toured to UJ residences in the second semester.

*The boy who walked into the world* by Robin Malan featured a student cast from the UJ Soweto Campus and toured to the official Student Theatre Festival in Grahamstown, followed by a hugely successful sold-out return season at the Soweto Theatre.

The new *UJ, can you dance?* Competition was presented in partnership with The Forgotten Angle Theatre Collaborative (FATC) with the aim of excavating, nurturing and showcasing the dance talent of students on all four campuses. Engineering student, Tumelo Letsheko was crowned winner of the *UJ, can you dance?* competition following the final round of the competition in the UJ Arts Centre Theatre. Letsheko expressed his passion for dance during his acceptance speech and acknowledged UJ Arts and Culture for creating spaces and places where UJ students can nurture and develop their natural talent.

Following extensive auditions across all four campuses, 24 hopefuls were selected from the hundreds of young people who signed up to audition. During the winter recess period the students who made it through round of auditions were put through their paces at a Winter Dance Boot camp facilitated by FATC and 18 were selected for the semi-finals. The Top 8 then battled it out for bragging rights as "UJ's Best Dancer." MA Philosophy candidate, Devon Peterson, placed second. "I think this competition is a great initiative for students to showcase their talent," she said. Classically trained Margaux Fourie, who is a first-year (BSc) Information Technology student,

placed third. Finalists included Itumeleng Malefetsa, M.J. Jiyane, Takalani Gidi, Shifa Fredericks and Innocent Setho. All eight finalists will be awarded a cultural bursary. The Top three each won premiere gym memberships sponsored by UJ Sport and a sports goody bag. Tumelo's first prize included all of these as well as a professional CV consultation with MojaNation Exchange design agency and a 12-month artist management contract from Talent Etc. Following the success of the project, it will be repeated in 2015 along with another project, *UJ, can you sing?* which will be presented in a similar format.

*What the water gave me*, written by Rehane Abrahams, was directed by Jade Bowers and featured Charae Halley. The production was presented at the 40th annual National Arts Festival in Grahamstown and scooped a Standard Bank Silver Ovation Award, placing the work among the top 5% of shows presented – it was also UJ's first award for production

Aligned to UJ Alumni's Generations of Accomplishment campaign, Arts and Culture also presented its very first all-star UJ Alumni production. *pppeeeaaaccccee* by Darren O'Donnell featured UJ alumni Matt Counihan (*Jersey Boys, Little Shop Of Horrors, Cabaret, The Full Monty*), Motlatji Ditodi (*Askies, Zone 14, Southern Cross, Kota Life Crisis*) and Thato Motsepe (*Footloose, Our Town, Flatspin, The Purr Factory*), and was directed by Alby Michaels (*iNkaba, Binnelanders, 7de Laan, One Way*).

In addition to the Standard Bank Silver Ovation Award for *What the water gave me*, UJ Arts also featured as a serious contender on the nominees list for the Annual Business Day BASA Awards for the second year running. These nominations were categorised under "Development" for Think Theatre's *Othello* and under "Sponsorship in Kind" for hosting The Forgotten Angle Theatre Collaborative's professional residency. And finally we wrapped up the year with our associate director, Jade Bowers, scooping the 2014 Arts and Culture Trust impACT Award for Theatre.

## **CHOIR**

The UJ Choir represents the exciting colours and sounds of the City of Gold: a fine Western repertoire combined with full-blooded African music. Choristers from all campuses audition annually, although few, if any, have had any music training or the opportunity to sing in high-profile choirs prior to their selection.

The 2014 Choir comprised students from all four campuses, with representation from members not studying at the Auckland Park Kingsway Campus being marginally higher than previous years. The Choir performed at 23 concerts and performances, as well as 20 graduation ceremonies, in 2014.

The repertoire for 2014 included works of contemporary international composers such as Lauridsen, Joshua Shank, Ivo Antognini, as well as young and upcoming South African choral composers such as Franco Prinsloo and Niel van der Watt. A strong African flavour was added by Sidumo Jacobs, ensuring variety and inclusion of styles. Choir workshops and shared concerts with international choirs proved to be highlights on UJ's cultural calendar.

The choir's biggest strength is their flexibility to adjust to different styles and to be able to present music suitable for every occasion while maintaining musical integrity and international standard. Logistical realities stand in the way of a truly campus-integrated choir and this is still a huge challenge. Students' priorities regarding attendance of class and practical sessions also put strain on graduation performances and rehearsals.

## **VISUAL ARTS**

### **Art collection**

The value of the collection comprising 1 509 works increased by roughly 10% to R49 284 650 against the 2013 valuation of R44 903 030. The conservation of the art works continues to be addressed through framing, restoration, an annual inventory and relevant insurance. Research on the collection was conducted with a view to creating a website. Two works were donated and one work was acquired during the period under review.

### **Exhibitions**

Highlighting the unique role of South African visual art in the democratic project, the thematic focus of *R VO UTION MMXIV* exhibitions was on the demise and re-invention of previously accepted global, continental and

local systems. Politics, the economy, ecology, religion, conventional notions about gender, human rights activism and conversations about personal freedom, coalesce in a conversation about the interconnectedness of all systems, the absence of a new dispensation and a growing impulse to explore new avenues of participative governance.

A total of 257 artworks by 32 South African artists, including Sandile Zulu, Georgia Papageorge, Wim Botha, Diane Victor, Christian Diedericks, Jackson Hlungwani, Paul Molete and Conrad Botes were presented in six exhibitions featuring as curators: Baylon Sandri (Smac), two MTN curators, Nessa Leibhammer (former JAG) and Prof. Karen von Veh (UJ FADA). The value of these artworks was R11 731 250. Keynote speakers at openings included Christopher Spring, curator at the British Museum, Prof. Federico Freschi, Prof. Brenda Schmahmann, David Paton (FADA), Baylon Sandri, international curator, and Theo Kleynhans, Aardklop curator.

## **MARKETING**

An integrated communication approach was utilised in order to attract students from all four UJ Campuses and as a result there was an increase in the number of students auditioning to participate in Arts and Culture activities programmed in the 2014 year.

New, innovative, cost-effective, targeted and impactful promotional mediums were explored and utilised in order to communicate the various programmes presented across all arts disciplines to reach desired target audiences. In recognition of the aforementioned, MACE recognised the Unit's *R VO UTION MMXIV* composite promotional publication, as well as the Grahamstown 2014 National Arts Festival promotional campaign, with merit and excellence awards.

Collaborations with the Soweto Theatre also saw the Unit reaching untapped communities. Relations with Arts and Culture partners and media stakeholders were strengthened with the Unit's *Art Much?* Publication being listed among other industry-specific publications on the Media List Online site.

The Unit also received regular coverage on commercial broadcasting channels with features and interviews on the SABC's Weekend Live Arts Bulletin, Morning Live Show, KYKNet, as well as other print and online communication mediums such as Cliff Central, Classic FM, *Times Live*, *Star Tonight*, *ClassicFeel Magazine*, *Arts Diary*, and *SA Art Times*. There was an effective incorporation of the Arts and Culture Unit into existing student-driven, on-campus activations, activities, and cultural events through the development of affiliate partnerships, as well as direct and indirect participation.

## **CONCLUSION AND WAY FORWARD**

The vital contribution of Arts and Culture is evidenced in the responses and comments from students, as well as influential people within the arts. Arts and Culture offers students a broad range of safe spaces, places and platforms and engages them with some very important human rights and contemporary issues.

During the period under review the Doornfontein Campus Cultural Office worked closely with various internal stakeholder departments, notably with Student Affairs, the residences and day houses, in order to find ways of enriching student life and developing audiences. The Cultural Officer also served on the Campus Operations Forum and played a leading role in organising Diversity Day. UJ Arts and Culture provided input and support to the SRC cultural groups and societies.

The Soweto Campus Cultural Office worked closely with the campus faculties, the Memorial Services Committee (HR) the SRC, the UJ Language Unit, Student Accommodation Residence Life, UJ Sports, Alumni Affinity Group and UJ Funda UJabule Primary School. Performances were held at various community sites in Soweto, including Soweto high schools, Maponya Mall, the Soweto Theatre and the City of Johannesburg.

In partnership with the Johannesburg Correctional Service, Arts and Culture, in conjunction with various stakeholders, launched Cult Artainment which aims to use performing arts as a means of expression for the incarcerated and as means of exposing UJ students to the consequence of criminal activity and risky social behaviour. Leeuwkop and Boksburg Juvenile Section were targeted.



The public-facing programme presented by UJ Arts and Culture annually ensures that it is now very well known in the Arts and Culture community compared to previous years. It is increasingly an important part of student life and is seen as being just as beneficial to students as sports and other extra-curricular activities because of the engagement, discipline and opportunities it offers.

Students indicate a great love of the people, spaces and work which happens at UJ Arts and Culture. Clearly, from the feedback from students, the opportunities to be part of UJ Arts and Culture translates into tremendous pride in being a UJ student. This will be part of building a loyal and dedicated UJ alumni body.

Externally, many people refer to the transformation of the space over the last four years. The fact that many students see UJ and UJ Arts and Culture as one experience enhances the brand in the long term as these students head out into the world.

A handwritten signature in black ink, appearing to read 'Milcho Damianov', with a stylized, cursive script.

**Milcho Damianov (Mr)**

Executive Director: Advancement

A handwritten signature in black ink, appearing to read 'Ihron Rensburg', with a stylized, cursive script.

**Ihron Rensburg (Prof.)**

Vice-Chancellor and Principal

# SPORT

## INTRODUCTION

Substantial changes in the leadership of UJ Sport presented some serious challenges to the functioning of the portfolio during 2014. However, line managers were able to take responsibility for running the different areas, so that we can now report on what was achieved.

## OPERATING CONTEXT

UJ Sport consists of five management areas: Sport participation (all non-varsity sporting coded and the UJ Club Sport for Students with Disabilities), Performance excellence, Varsity sport codes (including Varsity Cup), Biokinetic Clinic and support services (Operations, Human Resources, Events, Advancement and Marketing).

## SPORT PARTICIPATION

Sport participation is offered at all four campuses. A total of thirteen codes are on offer and students are able to participate at both recreational and competitive level. The table below gives an indication of the number of students that participate.

**Table 70: Student participation in sporting codes**

Sport Code	Number of Club Teams	Number of Club Players	Internal League Teams	Internal League Players
<b>Athletics</b>	1	268	21	552
<b>Basketball</b>	4	61	4	48
<b>Chess</b>	0	233	24	148
<b>Cricket</b>	4	51	4	44
<b>Football</b>	5	137	37	925
<b>Golf</b>	2	43	0	0
<b>Hockey</b>	10	180	19	266
<b>Judo</b>	0	4	0	0
<b>Karate</b>	2	11	0	0
<b>Netball</b>	6	70	42	420
<b>Rowing</b>	4	36	0	0
<b>Rugby</b>	11	425	11	308
<b>Squash</b>	9	141	19	152
<b>Volleyball</b>	6	18	0	0
<b>SWC*</b>	3	71	8	240
<b>Total</b>	<b>65</b>	<b>1 706</b>	<b>189</b>	<b>3 103</b>

**Table 71: Student participation by campus**

Sport Code	Participants from APK	Participants from APB	Participants from SWC	Participants from DFC
<b>Athletics</b>	372	64	32	84
<b>Basketball</b>	14	23	16	8

<b>Chess</b>	87	51	53	42
<b>Cricket</b>	22	11	11	0
<b>Football</b>	200	550	312	200
<b>Hockey</b>	330	62	0	54
<b>Judo</b>	0	0	0	4
<b>Karate</b>	0	11	0	0
<b>Netball</b>	270	60	50	80
<b>Rowing</b>	22	8	0	6
<b>Rugby</b>	460	153	56	64
<b>Squash</b>	81	8	1	48
<b>Volleyball</b>	14	0	0	4
<b>SWC*</b>	N/A	N/A	301	N/A
<b>Total</b>	<b>1 872</b>	<b>1 001</b>	<b>832</b>	<b>594</b>

We have gymnasia on all four campuses that allow students and staff to train at the most convenient time. The table below indicates the persons using the gymnasia.

**Table 72: Use of gymnasia per campus**

MONTH	NEW STUDENT MEMBERS				NEW STAFF MEMBERS				PUBLIC MEMBERS				ALUMNI			
	APK	APB	DFC	SWC	APK	APB	DFC	SWC	APK	APB	DFC	SWC	APK	APB	DFC	SWC
January	182	45	32	6	27	8	7	2	3	0	0	0	0	0	0	0
February	732	240	250	119	32	6	13	5	5	0	0	1	0	0	0	0
March	427	145	190	80	23	4	4	4	12	0	0	3	3	0	0	0
April	1065	187	161	99	22	5	3	1	2	0	0	0	4	0	0	0
May	405	180	158	59	20	7	45	3	5	0	0	0	6	0	0	1
June	138	40	56	21	14	4	7	3	2	0	0	0	7	0	0	0
July	644	185	328	124	15	7	8	8	2	0	0	0	9	0	0	0
August	639	221	188	91	21	8	11	3	2	0	0	0	5	0	2	0
September	679	200	198	103	23	8	4	3	1	0	0	0	9	0	1	1
October	457	113	148	66	27	6	6	3	0	0	0	0	10	0	1	1
November	118	33	36	11	26	2	6	5	0	0	0	0	3	0	0	0
December	12	0	2	0	15	0	0	1	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>5498</b>	<b>1589</b>	<b>1747</b>	<b>779</b>	<b>265</b>	<b>65</b>	<b>114</b>	<b>41</b>	<b>34</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>56</b>	<b>0</b>	<b>4</b>	<b>3</b>

The membership base has been growing constantly over the past few years.

**Table 73: Campus membership base of UJ Sport**

CAMPUS	MEMBERSHIP BASE 2012	MEMBERSHIP BASE 2013	MEMBERSHIP BASE 2014
APK	5915	5520	6260
APB	1453	1588	1654
DFC	1543	1828	1865
SWC	878	887	924
<b>TOTAL</b>	<b>9789</b>	<b>9823</b>	<b>10703</b>

### ***UJ Club Sport for Students with Disabilities (SSD)***

Within sport participation, UJ Club Sport for Students with Disabilities (SSD) has had a considerable history of success in the recruitment and development of elite athletes with disabilities, for instance during the run-up to

the London 2012 Paralympics. Although some uncertainty exists as to the continuation of this strategy, UJ Club SSD is still being regularly approached by athletes and students who have enrolled at UJ (under the supervision and funding structures of NSFAS and the UJ Office for People with Disabilities) to provide training opportunities and coaching in various sporting codes. Junior (and senior) athletes with disabilities still train at UJ, and we hope that the newly appointed Senior Director: UJ Sport will support the Minister of Sport's National Sports Plan, and Gauteng Department of Sport, Arts, Culture and Recreation's vision, to utilise the skills and expertise based at the University of Johannesburg to support them in establishing a Provincial Sports Academy for Elite Athletes with Disabilities in Johannesburg.

UJ Club SSD is still viewed by its peers as the only university that provides extensive academic and sport-specific support to athletes with disabilities. The fact that Paralympians and World Champions Lucas Sithole, Kgotatso Montjane, Samkelo Radebe, Pieter du Preez, Zandile Nhlapo, Shireen Sapiro, Jacque Joubert, Gavin Kilpatrick and Lucy Perold are either current students or UJ alumni athletes in various disability sporting codes, is proof of this academic throughput and achievements.

### ***Performance excellence***

The Performance Excellence Unit believes that successful sport performance is multidisciplinary in nature; therefore UJ student-athletes and coaches need to be aware of the physiological, biomechanical, psychological, nutritional and medical issues that can impact their competition performance both positive and negatively. Sport performance is rarely, if ever, about one component in isolation, it is when all these factors come together and work as an integrated performance system that excellence in high performance sport is possible. To be able to achieve performance excellence, all the above-mentioned factors and many more need to be blended together at the right time and in the right amounts to create a winning team or athlete. It is the effective management of various disciplines into a multidisciplinary team approach that will make a difference.

The Performance Excellence Programme supports mainly the high-performance student athletes, coaches and other support staff in preparation for specific competitions.

The Performance Excellence Unit consists of Sport Scientific Services, Sport Psychology and academic support, Sport Medical programmes, including sport nutrition and education in substance abuse, physiotherapy and biokinetic rehabilitation and four gymnasias.

### ***Varsity sports codes***

Each code within this environment was given the opportunity to set their own target, which some were able to meet and others not.

In 2014 UJ managed to reach medal positions in 74% of our University Sport South Africa (USSA) event participation. This was a slight improvement from the 2013 results.

In terms of Varsity Sport competitions we had a very good 2014, with hockey winning gold, football silver and athletics bronze. Netball and rugby, however, did not perform in line with expectations.

### ***Biokinetic Clinic***

The main strategic goal of the Biokinetic Clinic in 2014 was to offer a diverse and comprehensive biokinetic service to internal and external clients and patients. During the course of the year biokinetic services were provided to UJ internal clients such as the Executive Leadership Group, staff and students. Furthermore the biokinetic practice offered treatments to external patients referred by a wide range of the medical and healthcare practitioners. The Clinic was also accredited to provide health and fitness assessments intended for the members of Discovery Health and other medical insurances.

A concurrent strategic objective focused on the facilitation of work-integrated learning (WIL) for the Biokinetic Honours students from the UJ Department of Sport and Movement Studies. Twenty-two students attended the WIL programme on a rotational basis. Additionally, we offered internships to two UJ students through our Health Professions Council of South Africa (HPCSA) accredited internship programme.

The highlight of the year was the commencement of construction of an Aquatic Centre. When completed in 2015, it will be a state-of-the-art aquatic rehabilitation facility in Gauteng.

In 2014 we continued our collaboration with external stakeholders such as the Physiotherapy Department of the Netcare Milpark Hospital, Wits Biokinetic Department, the Donald Gordon Medical Centre, and the Bryanston branch of the Parkinson's Association of South Africa. In collaboration with the Donald Gordon Medical Centre, the Biokinetic Clinic established itself as a leading centre for the treatment of chronic neurological diseases, especially Parkinson's disease, thus enriching the WIL environment for students. The Biokinetic Clinic was also active in the field of research, with Irena Nowak presenting a paper at the International Biokinetic Congress in Stellenbosch. An innovative research project involving Parkinson's patients who have undergone a deep brain stimulation was registered this year. In October, Irena Nowak commenced the first UJ Biokinetic doctoral study related to this neurological rehabilitation.

## **GOVERNANCE**

Bi-weekly operational meetings were held, to which the UJ Varsity Sport Clubs reported. Stakeholders within the division had an opportunity to discuss and decide key aspects of everyday operations. These meetings were crucial to the functionality of the Bureau.

The Sport Management Committee did not meet during 2014 due to the restructuring challenges within the portfolio. However, the minutes of all Operational meetings were communicated to the Director. In instances where decisions required financial approvals outside our budget, the Deputy Vice Chancellor: Finance was consulted and matters were addressed from his Office.

## **QUALITY MANAGEMENT**

Quality management and assurance is part of our divisional function in ensuring that the service we provide to our clients, including all stakeholders, is of the required standard.

Each member of staff reports to a line manager who ensures that proper plans are in place and are well executed, after which reports are tabled to improve on services and product. UJ Sport adheres to all University policies and all relevant legislation within our area of operation. A dedicated staff member is in charge of the facilities and continuous quality inspections take place to immediately attend to concerns.

Quality control was maintained by adherence to the rules and regulations of the UJ Sport and UJ and the regulatory bodies such as HPCSA, Board of Health Founders (BHF), and the Biokinetic Association of South Africa.

## **RISK MANAGEMENT**

During 2014 the following key risks were identified and addressed:

- Impact of the relocation of the Department of Sport and Human Movement Studies to the Doornfontein Campus, which has resulted in a decline in recruited Sports Management students who are also sports participants. Logistical considerations, such as accommodation, travel and safety have been mitigated by the negotiation of a Sport Residence on the Auckland Park Kingsway Campus and by the UJ intercampus transport initiative.
- Venue risk at UJ Stadium, which was mitigated by the stadium receiving certification to host medium- to low-risk events.
- Poor maintenance of the Biokinetic Clinic, and inadequate facilities at the Clinic to accommodate the ever-growing numbers of patients and WIL students. The restricted parking area presented a hazard for less mobile patients.

Identification and reporting, as well as mitigation of risks, is managed mainly through a bi-weekly Operations meeting and a quarterly assessment of the UJ Sport risk profile. Approval of risk reports is the responsibility of the Sport Management Committee.

## **HIGHLIGHTS: ACHIEVEMENTS BY CURRENT STUDENTS AND ALUMNI**

- 3 medals Commonwealth Games
  - Silver, Bronze – Long jump
  - Gold – Triple jump
- 9 medals African Athletics Championships
  - Gold, Bronze – Triple jump
  - Gold, Silver and Bronze – Long jump
  - Gold – High jump
  - Bronze, – Shot put
  - Gold – Pole vault
- 2 medals World Cup of Athletics
  - Silver – Triple jump
  - Bronze – Long jump
- Winning Varsity Sport Hockey (Men)
- Winning Centrale Rugby Sevens in Paris, France
- Finalist in Varsity Sport Football
- Winning USSA: hockey, squash, cross country, beach volleyball and supapool,
- Provincial League Winning Performances: cricket, rugby, hockey, netball, squash and athletics

## **SSD Club**

A total of five Gold and ten Silver medals were won by six athletes.

- Athletics
  - Chenelle van Zyl set a new South African and African record in the 100 m.
- Blind judo
  - Gold in the National Championships
  - Silver in the open (senior) age group
  - Two Bronze medals in the u/81 kg at USSA Judo Championships
  - Bronze medal in the u/81 kg at the South African Judo Championships
  - Represented South Africa at the International Blind Sport Association (IBSA) World Judo Championships
- Swimming
  - Seven medals (one Gold and six Bronze) at the SASAPD National Championships
  - One Gold and seven Bronze medals at the Senior National Championships in Durban
- Para-Rowing (HP Centre)
  - 2014 Team of the Year award from Gauteng Sport and Recreation
  - 2014 World Championships in Amsterdam at the end of August 2014
- Wheelchair Tennis (HP Centre)
  - Our wheelchair tennis players are ranked second, fifth and 15th in the world respectively
  - Gauteng Sports Awards function – Holger Losch, the national coach, received the Coach of the Year Award, while Lucas Sithole and Kgothatso Montjane were announced Sportsman and Woman of the Year (with a disability) respectively.
- Triathlon and Iron Man
  - Pieter du Preez, a UJ alumnus and member of the UJ Club SSD completed the full Iron Man Competition in Western Australia. He is the first athlete with a severe disability (quadriplegic) to complete a full triathlon/Iron Man Competition.

## **ENVIRONMENTAL SUSTAINABILITY**

Challenges regarding environmental sustainability in UJ Sport derive from sound, light, space (parking) and pollution at the UJ Sport facilities. UJ Sport and its events at the various sporting facilities have been incorporated into UJ's waste management and recycling plan to contribute to reducing our carbon footprint.

Recycling stations and additional waste bins have been placed at the various sport facilities. Training sessions are increasingly being scheduled during the day (if the respective sport codes' schedules permit), to avoid light pollution from floodlights. External usage of UJ Sport facilities has been curtailed to reduce overtime, as well as floodlights/electricity usage.

## **CONCLUSION AND WAY FORWARD**

Sport continuously evolves at a very fast pace, and the Division needs to evolve correspondingly. Further strengthening our external partnerships will give us an edge over our fellow competitors within university sport. Sport is more than simply sport, it is multidisciplinary in nature, thus as a Division it is our business and in our best interests to be involved in all facets of sport. A unified team with the same goals and value system can move UJ Sport from "good" to "great".



**Nomsa Mahlangu (Ms)**  
Senior Director: Sport



**Jaco van Schoor (Mr)**  
Deputy Vice-Chancellor: Finance

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# MANAGEMENT AND ADMINISTRATION: HUMAN RESOURCES

## OVERVIEW

The University of Johannesburg's (UJ) success in driving world class excellence in research and education is dependent on having people with the right skills, talents, experience and capabilities. UJ competes both globally and nationally for talent and we are continually revitalising and re-energising our talent pool. The year 2014 saw the many international scholars being attracted to UJ either as distinguished professors or distinguished visiting professors. Our national talent searches have attracted many National Research Foundation (NRF) rated researchers. These initiatives have added to an existing pool of highly competent staff to position UJ to become globally competitive.

UJ placed an emphasis on talent attraction and retention in 2014. In the ongoing effort to align UJ talent management strategies, a Talent Management (TM) framework was designed in line with the Global Excellence and Stature (GES) initiatives, more specifically with reference to Executive Management, Senior Management, Academic Management and other mission critical positions (inter alia academics who are close to retirement, top talent in the operations environment, etc.). As part of the change management and consultation processes, monthly roadshows were conducted, informing Faculty and Divisions about the TM framework. A talent management project plan that defines the key talent management processes has been developed for implementation in 2015.

Induction and on-boarding forms an important facet in orientating newly appointed staff to the "UJ way". An invigorating induction programme was launched in 2014, with over 86 members of staff attending. Additionally, the Vice-Chancellor and Principal hosted a staff tea with all newly appointed staff where key strategic initiatives were shared and a platform for active engagement was created.

Our commitment to enhancing the diversity of staff is reflected in the Institutional Employment Equity (EE) targets. In 2014, appreciable progress was recorded in realising the EE targets defined in the UJ EE Plan. The target set for 2014 was to have a Black academic staff complement of 36%. This has not been met as we are at 35.37%.

The target set for overall new Black appointments was 60% and at 64.56% this was surpassed. The target set for foreign nationals was 10% and UJ surpassed this by employing 13.41%. The target for the appointment of new African academic staff was set at 60%. The figure attained was 64.56%. While existing initiatives will be strengthened through the review of EE targets in Faculties and Divisions, there will be a stronger focus on women, Black and disabled staff.

Performance management is also a critical facet of the University's Talent Management Strategy and an important tool for enhancing productivity. In this regard it is crucial for the percentage of Performance Management



Development System (PMDS) compliance to be measured across the University. The compliance rate was 98% with respect to the end of year performance reviews.

The UJ workforce increased from 3029 to 3127 (3.24%). The academic workforce increased by 8.50% from 1024 to 1111 and the support staff complement increased by 0.55% from 2005 to 2016. The ratio of academic to support staff is 1:1.8. The UJ staff turnover rate for 2013 was 13.4% and this decreased to 8.82% in 2014 which is below the projected benchmark of 10%.

UJ invests in staff development as a tool for building an agile and capable workforce. To this end, training and development interventions contributed to enhancing both organisational and individual performance. Functional management training that provides managers with the necessary knowledge and tools to be effective in their UJ management role was conducted.

The highly customised programme aimed at supporting the UJ managers with competencies and practical knowledge about UJ practices and procedures was attended by 179 managers. Modules in this programme included Performance Management, Employment Relations, Financial Management, Employee Engagement, Recruitment and Absenteeism Management. Additionally, a middle management programme was launched with 21 managers completing the course.

As a result of feedback received in the 2014 Peer Review process, an improvement plan focusing on optimising the resourcing process and on capacitating the HR business partners was prioritised.

The introduction of HR metrics has assisted not just to evaluate the HR function's effectiveness and efficiency but also to align to overall business performance. HR metrics are used to evaluate performance against targets set in the HR Service Charter. Key monitoring factors such as the progress towards EE targets, the time taken for the completion of the resourcing process, time taken for finalisation of disciplinary processes and the monitoring of exits from UJ are used to analyse trends and direct future strategy. This approach has facilitated improved turnaround times in HR delivery.

HR fulfils an important role in supporting the GES initiatives of UJ. HR co-ordinates the recruitment and appointment of GES appointees, namely, distinguished professors (DPs), distinguished visiting professors (DVPs), assistant lecturers (ALs) and senior tutors. During this period, 29 GES offers were made of which 20 were accepted (3x DPs, 16x DVPs, 1x Institute Director).

The year 2014 saw major amendments in labour legislation, most notably to the Employment Equity Amendment Act (the EEA) and the Labour Relations Amendment Act (the LRAA). As a result, a proactive review of procedures in the appointment of non-standard employment categories was conducted and the risks to the Institution were highlighted in order to ensure compliance with the amended legislation.

As a competitive employer, UJ seeks to provide staff with a range of benefits. This year saw the implementation of the Total Guaranteed Package (TGP) approach to remuneration. This has been effective in ensuring that the full value of the remuneration package is communicated to staff.

The health and wellness of staff is ensured via the Employee Assistance Programme (EAP), giving staff access to a range of counselling, legal and financial services. There was a significant increase in the uptake of these services as a result of intensive marketing efforts.

The capacity of UJ to meet its goals in terms of research, teaching and learning and community engagement is linked with the academic profile of staff. In this regard UJ surpassed its 2014 target and has 444 members of academic staff with masters and 452 members of academic staff with doctoral degrees.

Collaboration with stakeholders forms an important platform for HR activities. In this regard Council approved the recognition of two labour union groupings, namely the National Education Health and Allied Workers Union (NEHAWU) and the South African Parastatal Trade Union/National Tertiary Education Union (SAPTU/NTEU)

Succession management and the creation of a diverse Executive Leadership Group (ELG) was an important priority for 2014. In this regard a number of executive recruitments took place. These were as a result of

retirements, contract terminations and the reorganisation of portfolios. In addition to new appointments, contract reviews and subsequent renewals based on a track record of excellent performance were undertaken for Vice-Chancellor and Principal, Deputy Vice-Chancellor: academic, deans of three faculties viz. Management, Education and Health Sciences and three executive directors viz. ICS, Library and Internationalisation.

In keeping with UJ's strategy to devolve decision making, the Delegation of Authority was revised to empower decision making at the executive leadership level. This also initiated a process which will see the further delegation of authority to appropriate levels in the organisation in order to eliminate bureaucracy and optimise decision making.

The limited number of HR business partners continued to be a constraint in 2014. This restructuring of the service delivery model within HR has been prioritised for the first quarter of 2015.

The Division succeeded in delivering on its mandate of supporting UJ's vision and strategic objectives. As per priorities set for 2014, the talent management processes and procedures were further enhanced giving way to a re-focus of the TM strategy for 2015. More robust attraction and retention strategies will be implemented to increase the number of black associate professors and full professors. High on the 2015 agenda will be a review of the management and leadership programmes aimed at enhancing the leadership qualities of current and future leaders in UJ.

### ***Organisation design: Human resources***

Effective management and oversight of all matters pertaining to employees are vital to the achievement of UJ's people strategy. In order to give effect to its mandate of economic, efficient and effective human resource management, the Division is structured into four units with the Office of the Executive Director being responsible and accountable for all HR matters.

#### ***The HR Business Partnering and Administration Unit***

The HR Business Partnering Unit is a client-facing unit that acts as a first point of contact on HR-related matters. Its aim is to operationalise the HR Business Partner Model by integrating HR into line management and empowering line managers to take charge of managing their own staff and people management processes.

Supported by the HR Administration section, the Unit also provides first-line transactional administrative functions to faculties and divisions for, but not limited to, appointments, benefits, post structures; learning and development, terminations, electronic records management and any other transactional process which may be required.

#### ***Organisational Development Unit (OD)***

The Organisational Development (OD) Unit provides a wide variety of learning and organisational effectiveness solutions to the university clients. The Unit consists of the following sub units: Organisational Design, Resourcing, Training and Development, Talent Management and Performance Management.

#### ***Remuneration, Benefits and Special Projects Unit***

This Unit is responsible for the determination of remuneration and benefits, and provides services such as job evaluations, remuneration benchmarking, HR audit and risk management facilitation, employment equity reporting, co-ordination of HR projects and general HR communication. In addition, this function focuses the HR metrics/dashboards that are reported to institutional forums.

#### ***The Employment Relations and Wellness Unit***

This Unit consists of two components namely Employment Relations and Employee Wellness. The Employment Relations sub-unit is responsible for the effective management of discipline, grievances, collective labour engagement and Policy Management and Human Resources governance.

Although the management of the employment relationship remains the responsibility of line management, the Employment Relations sub-unit fulfils a supportive role to both management and employees. The Employee

Wellness sub-unit recognises that problems of a personal nature can have an adverse effect on an employee's psychological functioning and physical well-being. The main driver in ensuring the unit meets its objectives is the deployment of an Employee Assistance Programme (the EAP) to address problems in the workplace and to improve productivity. The focus is on the general health and well-being of all employees of the University. The EAP programme also includes the HIV Workplace Programme which forms part of the overall wellness strategy aligned to UJ strategy.

## **GOVERNANCE**

Effective management and oversight of all matters pertaining to UJ employees are vital to the achievement of the UJ 2025 strategy. At an institutional level, the Division participates in the following structures and processes:

- The Human Resources Committee of Council, which oversees the Council's responsibility related to human resources management within the institution;
- The Institutional Forum, which gives advice to Council on matters related to transformation within the institution which includes human resource management;
- The Employment Equity Forum, which oversees the institution's responsibility to employment equity compliance and monitors the development and implementation process for the Employment Equity Plan;
- Management Executive Committee: Operations (MECO);
- Management Executive Committee: Academic (MECA);
- Management Executive Committee: Risk Management (MECRM);
- Management Executive Committee: People with Disabilities (MECPwD);
- Management Executive Committee: Transformation Steering Committee;
- Executive Committee of Senate (Senex).

## **QUALITY MANAGEMENT**

As part of its quality promotion process, UJ requires that regular self-evaluation and peer reviews should take place. In 2013, the HR Division embarked on this process mandated by the Quality Promotion Policy. The purpose of the peer review was to obtain external feedback on the planning, implementation, evaluation and quality improvement processes within the Division particularly focusing on: *Purpose and Goals; Quality Management, Resourcing and Planning; Staffing and Benchmarking*. During the review, the Panel conducted interviews with relevant UJ employees in the Division and from other divisions and faculties, as well as from other UJ stakeholders.

In 2014, a peer review report which highlighted affirmations, areas for development and key recommendations for improvement was submitted. In line with recommendations of the Peer Review Feedback, an improvement plan was developed by the HR Division. This plan focuses on key improvement deliverables in resourcing, training and development, business partner role clarification, capacitation. It also provides an overview of the HR Business Partnering Model and its impact, as well as overall HR Division's service delivery. The year under review saw the implementation and further monitoring of the plan. In the main most of the recommendations listed below have already been implemented or are in the process of being implemented:

- rollout of the talent management strategy (succession planning, mentoring and revamp of the induction process);
- focus training on the performance management process and monitoring of compliance;
- the monitoring of the attraction and retention of black academics;
- the reviewing of the resourcing process (policy review, adverts and process);
- the cultivation of a culture of client service in the Division (roadshows, HR Matters, a standing agenda point in monthly faculty/division meetings) in line with the HR Services Charter;
- the role clarification and capacitation of HRBPs;
- the improvement of the working relationship and synergies between the HR Division and Finance divisions;
- surveys to gauge service satisfaction (an HR satisfaction survey was conducted in October 2014);
- the monitoring of service delivery and escalated matters in line with the HR Service Charter;
- ongoing monitoring of data integrity and quality assurance.

## STRATEGIC FOCUS AND TARGETS

HR is fully committed to contributing meaningfully to UJ's Global Excellence and Stature drive. UJ achieves global excellence and stature through the attraction, deployment, development and retention of high-calibre staff.

The following highlights HR's contribution to organisational effectiveness by addressing key priorities identified in the UJ Strategy 2025.

### **Strategic Objective One: Excellence in research and innovation**

The University aims to increase its stature and reputation through the quality, integrity and impact of its research endeavour, particularly as it engages with issues pertinent to the pan-African context.

#### **Outstanding academics (highest qualification)**

As part of the University's drive for outstanding academics with high qualifications, the Human Resource Division has continued to provide valuable management information with regard to academic excellence. Table 74 indicates the number of permanent instruction research staff with master's and doctoral qualifications.

**Table 74: Number of permanent and fixed term instruction staff with master's and PhDs**

	2013 YTD December Accumulative	2014 YTD 31 December Accumulative
<b>FACULTIES</b>		
<b>Doctoral degrees</b>		467
Academic		452
Support staff		15
<b>Master's degrees</b>		474
Academic		444
Support staff		30
<b>DIVISIONS</b>		
<b>Doctoral degrees</b>		37
Academic		15
Support staff		22
<b>Master's degrees</b>		111
Academic		20
Support staff		91
<b>TOTALS</b>		
<b>Doctoral degrees</b>	<b>441</b>	<b>504</b>
<b>Master's degrees</b>	<b>441</b>	<b>585</b>

The data integrity project initiated towards the end of 2013 and concluded March 2014, made it possible for HR to report more accurately on staff with master's and doctoral qualifications. At the end of 2013, the number of staff (total staff complement) with a master's as highest qualification was 441 and the number of staff with a doctoral as highest qualification was 441.

The closer working relationship with the Postgraduate Centre: Research, Innovation and Advancement, enables HR to monitor and update qualifications obtained at UJ more effectively. However, when a staff member obtains a qualification from outside of UJ, it can still be a challenge keep the latest qualification records up to date.

As an outcome of the drive to report in more detail on qualifications, an increase of 32.65% in master's and 14.28% in doctoral qualifications of *total staff complement* was recorded.

The current number of academic staff in Faculties and Divisions with a master's degree as highest qualification is 464 (41.76%) and staff with a doctoral degree is 467 (42.03%) of the total 1111 academic staff complement.

### ***Strategic Objective Three: An international profile for Global Excellence and Stature***

In support of the Global Excellence and Stature (GES) initiatives, the HR Division plays a supportive and coordination role for recruitment and appointment of GES appointees namely DPs, DVPs, assistant lecturers (ALs) and senior tutors. In support of the projects, HR in collaboration with the Advancement Division, rebranded adverts in line with global and international standards. The platforms used for recruitment were also improved to include social media (LinkedIn), Global Academic Jobs (global academic website) and Times Higher Education. The Times Higher Education advert yielded good exposure to international candidates as was evidenced by the pool of applicants for DP and DVP posts. This is, however, an expensive option. Through this process, the net was cast wide and it ensured that high calibre staff were made aware of positions available at UJ.

To date, the MEC has approved:

- 23 GES appointments, (four DPs and 18 DVPs and one director of an institute) out of a total of 78 applications, of which four are current UJ staff members;
- 48 AL appointments, and
- 89 senior tutor appointments.

### ***Strategic Objective Six: Fitness for Global Excellence and Stature***

In support of the University achieving financial stability and sustainability to support the GES drive, Human Resources has undertaken a number of cost saving initiatives as indicated below.

#### **Annual investment in academic project**

An accurate position budget is one of the core functions of the HR Division. In terms of process, each year HR prepares and presents the position budget to the DVC, Finance confirming the number of filled permanent/contract positions, vacant, new and abolished positions per faculty and division. The 2015 budget was finalised in November 2015. As part of the process of ensuring effective management of vacancies and keeping the vacancy rate below 20%, a post abolishment exercise was implemented during the period under review. Through this process a total saving of R3 130 045.44 was realised. The savings were used to fund emerging priorities including creation of new posts.

Cost containment is also a key focus area in HR Planning. In order to manage escalating salary costs, various strategies were employed.

- Medical aid premiums are increased annually at a rate higher than the inflation and the general annual increase rates. This has resulted in the escalation of the remuneration expenditure. In an effort to contain this cost, new staff are appointed on a cost-to-institution package. This helps ensure that the medical aid cost is limited to the general annual increase and additions in the number of dependents is borne by the employee. The first phase was implemented from the 01 August 2014 onwards for all new employees, when appointments were made on a total cost to institution (TCTI) basis.
- The HRIS Unit has continued monitoring the student-staff-ratio within the University and regularly reports on the establishment figures. The data integrity project has improved the quality of data, and reporting on data for management purposes is more accurate. Monthly reports on the establishment figures pertaining to staff are generated. This facilitates overall monitoring of various HR related institutional targets. The alignment of Oracle with HEMIS data has also been completed and combined reporting was commenced early in 2015.

These interventions, which have included effective HR planning, have contributed to effective monitoring of the salary budget within the overall UJ expenditure.

#### **An employment strategy for academic staff that builds proportions of Black, women, disabled and international staff**

Workforce demographics are also used to provide an overview of UJ's progress with regard to EE. The statistical analysis on workforce movement is submitted on a monthly basis to Executive Management for monitoring

and trend analysis in terms of meeting employment equity targets. The Effective and Efficiency reports to MEC have assisted in informing decision making on aspects such as academic profile, attraction and retention of key academics, particularly Black academics; women and people with disabilities. Table 75 below highlights the overall EE headcount profile.

**Table 75: Permanent and Fixed Term EE Profile of faculties and divisions as at 31 December 2014**

Emp Category	Black		White		Foreign National		Total	
	Head-ount	Proportion	Headcount	Proportion	Headcount	Proportion	Headcount	Proportion
<b>Academic and support staff in faculties</b>	681	43.54%	726	46.42%	157	10.04%	1564	50.02%
<b>Support staff in divisions</b>	1174	75.11%	377	24.12%	12	0.77%	1563	49.98%
<b>Total</b>	<b>1855</b>		<b>1103</b>		<b>169</b>		<b>3127</b>	<b>100</b>
<b>Proportion of institutional total</b>	59.32%		35.27%		5.40%		99.99%	

Our commitment to enhancing the diversity of staff is reflected in the Institutional EE targets. In 2014, appreciable progress was recorded in realising the EE targets defined in the UJ EE Plan.

**Targets not met**

- The target set for 2014 was to have a Black academic staff complement of 36%. With a Black staff of 35.37%, this was not quite met.
- The other target that has not been met was with the appointment of African academic staff. The target for the appointment of new African academic staff was set at 70%. This figure is now 51.28%. This can be attributed to a limited talent pool. In 2015, there will be a stronger focus on employing women, Black and disabled staff.

**Targets met**

- The target set for overall new Black appointments was 60% and this was surpassed (64.56%).
- The target set for foreign nationals was 10% and UJ surpassed this target with 13.41%.

In respect of the year in review, UJ may have not achieved all of its EE targets but there has nevertheless been an improvement in all of the equity categories reported on as depicted in Table 76.

**Table 76: Comparison of black employees over the last two years**

COMPARISON OF BLACK EMPLOYEES OVER THE LAST TWO YEARS			
	2013	31 December 2014	% Improvement
<b>Overall Equity Profile</b>	58.34%	59.32%	<b>0.98%</b>
<b>Academic Equity Profile</b>	33.43%	35.37%	<b>1.94%</b>
<b>Support Staff Equity Profile</b>	70.92%	72.78%	<b>1.86%</b>
<b>Senior Management Profile</b>	35.71%	52.00%	<b>16.29%</b>

Monitoring and accountability mechanisms are in place to ensure that there is progress in achieving the targets. All members of the Executive Management are required to develop plans for monitoring compliance with their EE targets for the units that report to them. All non-designated appointments are approved by the relevant Executive member who must be satisfied that all reasonable efforts have been made to secure

a candidate from the designated groups. The executive deans and executive directors are held accountable for ensuring that their faculty/divisional EE plans are implemented. The Executive Dean and Executive Director report annually to the MEC on progress in relation to achieving EE targets in their relevant faculties/divisions/units. The quarterly reports continue to be monitored to ensure that progress towards achieving the Institutional EE targets is on track.

### **Attraction and retention of outstanding academic staff**

The University is committed to attracting, rewarding and retaining academic staff of outstanding quality who contribute to its reputation nationally and internationally.

The retention of black academics has been fully monitored and reports highlighting the attrition rate of Black, female and disabled staff, as well as an analysis of cognate reasons advanced for exits, are presented on a quarterly basis. The reports also highlight the attraction and retention strategies that are being implemented.

#### **Attraction**

In line with the HR Operational plan, and in consultation with the Advancement Division, the Resourcing Unit commenced with the rebranding of all UJ adverts to reflect the achievements of UJ, and presented UJ as an employer of choice to attract high calibre international staff. In addition, career platforms that have greater reach internationally were sourced, i.e. social media, international websites and digital media platforms.

#### **Academic promotions**

For the period under review 25 promotions were approved, the breakdown of which were as follows:

- Two promotions from Associate Professor to professorial level (8%)
- 13 promotions from SLs to associate professor level (52%)
- 10 of the promotions were from lecturer to SL level (40%)

Although the number of promotions to professorial level may seem low, a platform is being created in which there is a greater pool of candidates to choose from for future promotions.

#### **Talent management**

UJ has recognised the need to create a competitive advantage in attracting and retaining top talent for the institution. This involves evaluating the range of policies and strategies that exist and realigning and customising them to address the challenges around top and scarce talent. In the continuous effort to align UJ talent management strategies, a Talent Management Framework was designed in line with the Global Excellence and Stature initiatives, more specifically with reference to Executive Management, Senior Management, Academic Management and other mission critical positions (inter alia academics who are close to retirement, top talent in the operations environment etc.).

The talent management framework was further consulted and presented to various stakeholders via roadshows and forums. The consultative process was aimed at ensuring a common understanding of the talent management strategy and to get an overview of the unique talent challenges and opportunities at functional and departmental levels.

The consultative process was followed by the design of the talent management implementation plan. The plan outlines the process to be followed, the stakeholders involved and the expected outcomes at the various stages of the process. The plan primarily focuses on defining and identifying top talent in mission critical positions (ELG and academic). To ensure that departments are ready to undertake the process, HR has outlined guidelines to deans and executive directors.

In the support environments, Students Affairs and ICS have since identified mission critical posts and potential talent to be included in the succession pool. A talent management project plan that defines the key talent management processes has been developed and will be implemented in 2015.

### ***Mentorship programmes***

The mentoring guidelines were developed and communicated. It is envisaged that successful formal mentoring relationships can be formed both in the academic and support environments in the coming year. The goals of the programme will be to share knowledge, develop skills and provide career-oriented guidance to individuals in the University community.

### ***Induction***

In giving effect to creating a welcoming and enabling environment for new staff, the Induction Day has been revitalised and made compulsory for all new staff joining UJ. The programme aims at equipping new staff with an understanding of the Strategy of UJ, emerging priorities, an overview of UJ structures, the UJ brand, conditions of service and HR services available to UJ employees. This is in line with instilling the UJ institutional culture in new staff. Since February, eight induction days were presented to 86 externally appointed new employees.

Induction is not an isolated activity that takes place on the first working day. It is also expected that the unit where a new staff member is appointed should play an active role in the induction and orientation process. To assist in this a guideline for the induction of new employees was also designed and made available to the UJ line managers to use in orienting new employees in the workplace.

### ***Personal and professional development***

Ensuring that UJ employees have the right skills and abilities is essential to our long-term success. We support the development of our employees through both credit bearing and non-credit bearing development opportunities, and our learning and development professionals provide a range of targeted developmental programmes.

### ***Staff development***

The HR division facilitated training opportunities to over 1 640 employees at all levels in order to build on their professional competencies, increase their knowledge and improve their skills set so they can contribute to UJ's mission and enhance their individual opportunities for future growth.

### ***Management development***

The focus of the functional management training is to provide managers with the necessary knowledge and tools to be effective in their UJ management role. The highly customised programme aimed at supporting the UJ managers with competencies and practical knowledge about UJ practices and procedures was attended by 179 managers. Modules in this programme included Performance Management, Employee Relations, Financial Management, Employee Engagement, Recruitment, and Absenteeism Management. Additionally a Middle Management programme was launched with 21 managers completing the course.

### ***Internship programmes***

As part of an R 450 000 discretionary grant awarded to UJ, the ETDP SETA sponsored nine interns currently working in Finance, HR and Corporate Governance. Through this initiative, UJ affords interns a planned, structured and managed programme of learning so that they can gain practical work experience for up to a period of 12 months. One of the Finance interns has since been offered a permanent post at UJ.

### ***Employee engagement***

Medical aid, pension fund and provident fund consultants/service providers conducted various information sharing sessions through the year. Medical aid consultants were also involved with the Employee Wellness unit in planning and co-ordinating the UJ wellness days.

Continuous engagement with labour stakeholders took place to ensure proactive dialogue on issues of mutual interest. This was done by means of consultation in the Consultative Problem Solving Forum (CPSF) bi-lateral meetings with the Vice-Chancellor and the HR Division as well as by giving labour representatives proper time-off to interact with their members.



The main purpose for the CPSF engagements is to consult on policy amendments and/or new policies that could affect the interest of union members. In this regard, the policies on Job Evaluation, Rewards and Benefits, and the Disciplinary Code were consulted prior to submission via the HRCC to Council for its approval.

Bi-lateral meetings with labour stakeholders are more informal and the main objective is to understand the diverse needs of union members and to manage these proactively. These meetings are also used to gauge expectations of members in terms of salary increases. The main purpose of all consultative meetings is to ensure labour stability and to institute a culture of mutual understanding.

### ***Efficient conduct of University business***

#### **Performance management**

The focus on performance management within UJ is directly linked with the UJ strategy. In response to a needs analysis conducted by UJ, training in performance management was increased in 2014. The training interventions focused on the different phases of the performance management process including Contracting, the Mid-term Review and the final Performance Management Review. Building competencies to ensure that the consistency meetings are robust and meaningful formed the emphasis in training interventions towards the end of the year. Training interventions were conducted in 32 decentralised environments.

Performance management is also a critical facet of the University's Talent Management Strategy and an important tool for enhancing productivity. In this regard it is crucial to measure Performance Management Development System (PMDS) compliance across the University.

The compliance was 98% with respect to performance contracting. The year-end reviews have been completed for 98% of staff across the Institution and has improved efficiencies in the areas identified above. A budget was approved in 2014 to explore the possibility of instituting an online performance management system in 2015.

#### **Employee Assistance Programme**

The EAP was marketed via various platforms such as Induction days, HR road shows, staff meetings and wellness information sessions, and resulted in increased uptake and participation in activities. The participation levels at wellness days increased from 654 in 2013 to 1 186 in 2014.

Independent Counselling and Advisory Services (ICAS) was appointed as a service provider with effect from 01 March 2014 to December 2015. This service provides added benefits to employees, delivering confidential counselling services off-site. It is within this context that ICAS has been providing EWP services to UJ as a partner in behavioural risk management. Since the involvement of ICAS, the overall engagement rate rose from 7.8% during the first quarter of implementation to 15% during the second quarter of their service provision.

Employee health and wellness was promoted via a number of planned interventions. These included 35 sessions that were conducted in various departments and faculties with a total of 807 employees participating.

- "Wellness champions" participated in seven different internal and community projects e.g. the Mandela Day project.
- Three tuberculosis (TB) awareness sessions were conducted in conjunction with Primary Health Care Unit.
- Two cancer awareness sessions were also conducted in conjunction with the Unit.

Employees were trained as wellness champions and their roles in assisting the institution to combat the spread of HIV/AIDS and in health and wellness preventative campaigns was crucial. A four-day training session took place and 23 new champions were trained. After the training, some wellness champions held HIV information sessions with staff, secured presentation slots in departments/faculties and also promoted participation in HCT and wellness days.

The Wellness Office supported and advised seven employees and their line managers on disability issues. There was a very strong collaboration with PsyCaD, Office: People with Disabilities, in assisting employees with disabilities. The Wellness Office distributed disability booklets to staff on wellness days and during Staff Day, as well as during information sessions.

The role of HR in assisting employees with disabilities was also clarified in 2014. There were four new registrations of people with disabilities, bringing the total number of employees with disabilities to 24. The employee Wellness Office also conducted three disability sensitization workshops and 110 employees participated. These assisted employees to engage further with the Wellness Office and clarify issues of disabilities. As a result of this engagement one employee felt comfortable enough to disclose their own disability status. The workshops also assisted disabled individuals to seek support in terms of assistive devices, and ongoing personal support.

## **Good Governance**

### **Executive appointments**

A number of executive recruitments took place as a result of retirements, contract terminations and reorganisation of portfolios. The following executive positions were filled in 2014:

- Deputy Vice-Chancellor: Strategic Services was filled with effect from 1 September 2014;
- Chief of Staff and Executive Director in the Vice-Chancellors' office was filled with effect from 1 September. This is the re-structured position of the Advisor to the Vice-Chancellor;
- Four executive directors were appointed in Academic Development and Support, Student Affairs, Financial Governance and Revenue and Operations;
- Executive Dean: Science was filled with effect from 1 January 2015;
- Senior Director: Operations, a newly created position, was filled with effect from 1 September 2014. Senior Director: UJ Sport, which was a reorganised position, was filled with effect from 1 January 2015.

### **Reappointments**

The following reappointments were made following performance reviews:

- Vice-Chancellor and Principal as well as Deputy Vice-Chancellor: Academic, effective 1 July 2014.
- three executive deans for Management, Education and Health Sciences, effective 1 January 2015;
- executive directors of ICS, Library and Internationalisation, effective 1 January 2015.

The positions of Deputy Vice-Chancellor: Internationalisation, Advancement and Student Affairs, and Executive Dean: Humanities have been advertised.

## **Legal compliance**

The Institution was sensitised to the potential effect of the legislative amendments related to labour legislation amendments approved by Parliament which were enacted effective 1 October 2014.

The most significant risk for the University relates to the appointment and continuous renewal of temporary contracts and in particular those employees earning below the stipulated threshold amount of R205 433 per annum. Follow up correspondence in respect of this risk was communicated to the Executive Leadership Group during the reporting period. The important labour legislative acts passed in 2014 include:

- amendments to the Basic Conditions of Employment Amendment Act. The revised Basic Conditions of Employment Act (BCEA) came into operation with effect from 1 September 2014. The BCEA earning threshold was increased to R205 433 per annum. This will have no impact except for the regulation of temporary/fixed term employment;
- amendments to the Employment Equity Amendment Act. The old regulations to the Employment Equity Act have been repealed. The 2014 regulations came into effect on 1 August 2014 and contain new provisions regarding, among others, equal pay for work of equal value, duties of a designated employer, and revised enforcement mechanisms. The HR Division will continuously review the impact and risk (if any) with this amendment;
- amendments to the Immigration Act. In June 2014, the HR Division alerted the Institution to the potential effect of the Immigration Act amendments. An assessment was done and line managers were advised accordingly. The HR Division has since put in place an institutionalised process of expediting of work Visa applications and renewal for foreign nationals in collaboration with the Division: Internationalisation;

- amendments to the Labour Relations Act. The HR Division sensitised the Institution to the potential effect of the legislative amendments approved by Parliament and which were enacted with effect from 1 October 2014. An assessment was done regarding the risks and the executive leadership were advised in terms of the corrective measures necessary to avoid or to at least minimise the risks to the Institution. The most significant risk for the University relates to the appointment and ongoing renewal of temporary (non-standard) contracts and, in particular, those employees earning below the stipulated threshold amount of R 205 433 per annum. Follow up correspondence in respect of the impact was communicated to the Executive Leadership Group in 2014. HR is also assisting in identifying particular areas of risk.

### ***Policies and processes***

Effective policy reflects the organisation's culture, direction and intent. It further guides the actions of managers, administrators and employees and ensures consistency and alignment with legislative imperatives. The HR division plays an essential role in developing, reviewing and administering University-wide policy in the area of people development and employment practices. During 2014, the following policies/procedures were developed or reviewed to ensure compliance with legislation:

- Employee Wellness
- Resourcing Policy
- Appointment Process: Head of School
- Appointment Procedure: Vice-Deans
- HR Delegation of Authority
- Reappointment and Performance Review Process for Incumbent Members of the ELG
- Rewards and Benefits Policy
- Policy Re-Appointment of Vice-Chancellor and Principal
- Policy on Acting Senior Appointments

### ***Service delivery***

HR service delivery is regulated by the HR Service Charter which defines all the HR service offerings and the standards for delivery.

One of the areas that was prioritised for improvement in 2014 was the resourcing process. In terms of the Service Charter a seven-week turnaround time frame was defined for finalisation of the process. In order to give effect to this commitment, each recruitment process was managed as a project. A more proactive approach was followed in which shortlisting and interview dates were obtained from line managers prior to advert closure. Each functional process, i.e. shortlisting, interviewing and salary offers, is tracked according to the set time frame within the project plan.

Of the 379 advertised posts, 327 (86%) were filled within the seven-week service level agreed timeframe and 52 positions (13.7%) were recruited outside of the seven-week service level timeframe. Where the recruitment for vacancies fell outside of the required timeframes it was due to:

- difficulties in securing dates from deputy vice chancellors, as diaries were extremely full;
- difficulties in securing dates from deans/executive directors and HODs due to prior commitments;
- panel compositions requiring second deans or external experts were difficult to constitute as the co-ordination of diaries proved challenging.

A customer satisfaction survey was conducted in 2013 and 2014 to gauge the level of satisfaction with HRBP service delivery as well as with the overall HR Division.

In 2013, an overall HR customer satisfaction of 64% was achieved. Areas where HRBPs were doing well, as well as areas requiring development were highlighted. A training programme was introduced to close the development gaps. In October 2014, a follow up Customer Satisfaction Survey service delivery was also conducted. The results of the survey were in the main positive. Among other things, the survey gauged satisfaction on HRBP service delivery (quality of service rendered, HRBP knowledge and skills, turnaround times, follow up and follow through).

The services offered by other areas within HR were also measured. The 2014 survey results are highlighted below.

Feedback from ELG/MEC members on HR service delivery is listed in tables 77 and 78.

**Table 77: HR service delivery**

<b>Areas measured</b>	<b>2013 (19 participants)</b>	<b>2014 (16 participants)</b>
<b>Service delivery</b>	7.4	7.7
<b>Responsiveness/ accuracy/ competence</b>	6.7	7.6
<b>Communication</b>	6.2	7.8
<b>Overall Rating</b>	6.7	7.7

**Table 78: Service delivery per HR Unit**

<b>Area</b>	<b>2013 (19 participants)</b>	<b>2014 (16 participants)</b>
<b>Employee Relations</b>		7.50
<b>Organisational Development</b>		7.50
<b>Operations</b>		6.88
<b>HRIS</b>		7.43
<b>Administration</b>		6.17
<b>Office of the Executive Director</b>		8.50

The overall service delivery by HR is improving noticeably. Incremental improvements can be noted in some areas of the HRBP service delivery when compared to the 2013 survey results. In 2014, a number of interventions to close gaps identified in the survey were introduced.

Although there have been incremental improvements in service delivery, the 2014 customer satisfaction survey results still indicated areas where service delivery could be improved. This indicates that a robust approach needs to be implemented to ensure ongoing improvement. Strategies to this end have been included in 2015 priority areas.

### ***Systems and information management***

As part of the automation of HR administrative processes to improve on efficiencies and turnaround times, the Online Temporary Appointments and Payments process and the migration from manual processing to electronic based platforms, was phased in. In 2014, approximately 7 000 temporary appointments were processed and made available electronically. In collaboration with ICS, HR evaluated the possibility of a fully integrated system on Oracle for the possible integration of the temporary appointments. However, a decision was taken that UJ continues with the current system, as a pure/integrated Oracle functionality will not be able to support multiple appointments.

The HR division drafted a Temporary Appointments Guideline in line with new legislative amendments in order to mitigate the risk of duplicated appointments to the institution.

Important institutional and legislative changes such as the SARS address style changes were implemented successfully.

All the above initiatives have dramatically improved quality, efficiencies and the turnaround times in the temporary appointments and payments process.

The HR Division has embarked on a process of ensuring that all HR processes are mapped and that key standard operating procedures (SOPs) are developed. Some of the key process maps that have been developed are those pertaining to the position management process, i.e., creation of new positions, changes to positions after job evaluations, promotions, the restructuring and abolishment of positions, and the HR policy review/formulation process. Potential gaps where processes still need to be developed have been identified and are being defined. Examples of these include unpaid leave and disability management.

Further developments in this regard include the roll out of Manager Self-Service which is currently being finalised. This process will grant managers 'viewing' access to key employee information (i.e. leave taken, qualifications that have been updated, etc.) for staff reporting purposes. It will furthermore improve management and decision-making processes by management. The HR Service Manager system will be phased in and roll out of service to HR is scheduled for June 2015.

Apart from improving the quality of service, the HR unit needs to quantify its operations in order to assess its effectiveness. As part of this process, HRIS has embarked on introducing a call log system.

HRIS supported the HEMIS reporting process, which helped to ensure a positive audit. One matter related to workflow information was highlighted and addressed. In collaboration with DIPEM a process was put in place to streamline the reporting requirements for Staff Programme Allocation (academic time sheets) in 2015.

The introduction of HR metrics has assisted not just in evaluating the HR function's effectiveness or efficiency but also in aligning the metrics to the overall business performance. It was thus aligned to key monitoring factors such as the progress towards EE targets, the analysis of the time taken for the resourcing process and compliance with the performance management system.

The need for optimising and better managing training interventions was determined in 2013. Various systems were researched and the Oracle Online Learning Management System was customised for UJ and launched in June 2014.

The manager's position was vacant for the whole of 2014. This position requires strong technical skills, systems experience, project management skills and the ability to work across functions at UJ. The position was advertised several times and agencies were involved. However, targeted recruitment paid off and an appointment was made with effect from 1 January 2015.

### ***Risk management***

The audits conducted on the HR division are designed to examine compliance with the policies, procedures, documentation, structure, systems and practices with respect to the organisation's HR management. They systematically and scientifically assess the strengths, limitations, and developmental needs of the existing human resources with the aims of enhancing organisational performance and improving legislative compliance. During the course of 2014, various audits were conducted via internal and external audit processes. While these resulted in recommendations related to business process improvements, there were no major audit findings.

Document management is one of the key imperatives for any Institution. Loss of key documents and turnaround times taken to search for key documentation led to the implementation of the electronic filing and archiving system. The first phase of the electronic filing of staff files and documentation was completed in June 2014. This involved the scanning of all paper documents from employees' personal files which are currently available electronically. The second phase of the project focused on quality control, removal of duplicate documents and shortcomings on key mandatory documents. In collaboration with the Corporate Governance Division, process maps are being revised and the retention schedule will be finalised soon.

## **2015 – 2025 TARGETS**

The 2015 targets of the HR Division are aligned to contribute to the achievement of the UJ 2025 strategic objectives. HR's success will be measured by its ability to align and integrate HR delivery and processes with these strategic objectives.

2015 will continue to be a time of change for the HR Division. Priorities stem from the major initiatives that were undertaken with HR clients. They include: the introduction of more effective reporting; streamlining processes and the service delivery model to increase customer satisfaction; the development of new, and enhancing existing, policies to support and guide the actions of managers and employees; and the enhancement of HR technology and systems.

**Specific goals and priorities include:**

- **Service delivery and business processes**

As we continue to assess our service charter, we will focus on how we can improve our service delivery, review and modify our core business processes. First on the agenda, is to review our service delivery model to ensure that we increase the HR business partner capacity to ensure more effective service delivery. This will entail restructuring HR business partners so that they may be deployed to the coal face of delivery.

- **Talent and succession management**

The talent management strategy will be implemented to identify, develop and strengthen our talent pool. This will focus on ensuring that our employees have the right skills and competencies over the next few years. We are committed to providing employees and managers with the tools and skills they need to support and nurture talent management processes in their environments. We plan on enhancing our existing offerings and developing new offerings to ensure employee and manager success in talent attraction, development and retention.

- **Policy enhancement**

Policy development and enhancements related to employment practices and people development are to receive renewed emphasis as we move forward with our objectives for 2015. Specific attention to the areas of training and development, independent contract vs. employment work, and change management, will help ensure that we have effective policy to support the actions of our clients and the work we all do. Also included as priority in the coming year is to conduct a substantive review of UJ Conditions of Service.

- **Optimal management of the remuneration expenditure**

The optimal management of the remuneration expenditure has been identified as a strategic priority. The remuneration bill is escalating year on year. It is therefore critical that this cost is managed effectively. We have thus implemented the following strategies to align our business practices to the general market:

- regulation of overtime and related expenditure
- monitoring of temporary appointments in line with the recent labour amendments
- revision of the Rewards and Benefits Policy
- reduction in the medical aid liability

It is envisaged that the savings made from cost reduction initiatives could be utilised in the creation of more academic positions within the institution.

- **Delegation of authority**

In consultation with the DVC: Academic, we will support the further refinement in the Delegation of Authority in order to cut the bureaucracy and devolve decision- making to appropriate levels in the organisation.

- **HR management information systems**

We will continue to focus on technology enhancements and improving our reporting capabilities through the implementation of the BI-Solution to allow us to gain efficiencies in how we do our work. We will develop key indicators that can be tracked and reported by these technologies to further our workforce planning objectives. We will also strive to address gaps that still exist in our technology. The electronic performance management system is also due to be implemented in the later part of 2015.

- **Improved resourcing**

In our constant endeavour to improve our service levels, the Resourcing Policy was revised. The revised policy took into consideration the obstacles in the resourcing process. The policy was revised with the key aim of reducing the turnaround time in the recruitment processes and offers more effective support to line managers. The approved HR delegation of authority was also taken into account during the revision. The policy also aims to ensure that the line manager has more control of the process with the HR business partner being the one

point of contact during the process. The implementation of the policy during 2015, will entail developing and communicating the processes and responsibilities of the resourcing function. Road shows and training of managers will also take place from early in the year to ensure that the revised policy is successfully implemented. Manager tool kits will be further developed to enhance management skills.

We recognise that the successful recruitment of potential employees is critical to maintaining a vibrant workforce and we will continue to explore ways to improve and leverage our recruitment technology to reach future talent.

- **Remuneration and EVP**

Our total remuneration package is key to the success of our recruitment and retention activities. HR will continue to conduct regular market reviews to ensure our remuneration package is competitive. Our focus in 2015 will be to review our total cost to institution (TCTI) to ensure that our remuneration and benefits are more competitive and are valued by our current employees while at the same time are an attractive incentive to new employees. However, the value of a TCTI is difficult to quantify and it is currently not communicated to staff as well as it could be. Further efforts will be directed at explaining the true value of working at UJ. We plan with relevant stakeholders to revisit and repackage our existing employee value proposition which will take into account the revised Remuneration and Benefits Policy. Once finalised, this will be communicated to all current and prospective employees.

- **Developmental leadership interventions for managers and supervisors**

The revision of the management and leadership development programmes will be a key focus for 2015. The functional management training will be revised to cover a range of important and practical modules to assist potential and newly appointed support and academic managers to meet the challenges and responsibilities in their management roles within UJ. Modules will include transformation, performance management, strategic planning, and change management that have been identified by MEC as key management skills.

## HUMAN RESOURCES: INTERNAL FOCUS

This section of the report highlights the key internal aspects of the HR operations.

### **Employee Equity profile**

**Table 79: Employee Equity Profile in HR Division**

Human Resources EE Profile									
Faculty/Division	Black	White	Foreign National	Grand Total	Disabled	Black	White	Foreign National	Disabled
Human Resources	49	12	1	62	1	79.03%	19.35%	1.61%	1.61%

### **HR capacity development**

The Division's brand promise of "minding your business together" is reflected in the business partnering model adopted. To ensure that the HRBPs are fit for purpose, the focus in 2014 continued to be on capacity building and enhanced support. Particular emphasis has been placed on on-the-job training and the ongoing sharing of information with HRBPs.

An HRBP Team Coordinator role was introduced in January 2014, to ensure that the HRBPs receive day to day guidance and coaching in the role. Information sharing workshops have been introduced to ensure collective learning. Informal mentoring and buddy programmes, in which long serving and seasoned HRBPs mentored others within the team, were also introduced.

A Customer Satisfaction Survey was conducted in the last quarter of 2014 to gauge the level of satisfaction with service delivered by the HRBPs, HR Centres of Excellence and the Division as a whole. An average of 66% level of satisfaction was recorded. The survey highlighted areas in which the HRBPs were doing well (partnering

strategically with the clients on HR practices), as well as areas that required development, which included a need for improved follow-up and follow through. The survey did show an upward improvement when compared to the 64% achieved in 2013. The survey feedback also highlighted key areas that the Centres of Excellence (OD, ER, Operations) needed to focus on for the future.

All of the interventions highlighted above have led to improved customer services and in efficiencies in terms of advice and guidance given by HRBPs, implementation of administrative processes and turnaround times.

Apart from the formal studies that some HRBPs are busy with, some individuals also attended IPM seminars and workshops. In-house training was conducted in several modules such as HR Planning, Recruitment and Selection, HR Master Class: Employee Value Proposition, Presentation Skills, Performance Management, Excel, Relationship Management, Employee Relations and Talent Management.

The development of employees was ensured through formal and informal programmes. HR employees attended training in such areas as conflict management, performance management, Excel, management skills, customer service and employee relations.

### ***Management of HR vacancies***

From January to June 2014 a total of 14 HR positions became vacant due to resignations. Of the total number of positions vacant, two positions within Resourcing and Training and Development were abolished to reduce salary costs within the HR Division. A total of 12 positions was advertised and nine were filled.

## **RESOURCE MANAGEMENT AND SUSTAINABILITY**

Companies gauge their success based not merely on economic gain but also on their achievement in preserving the environment and bettering humanity. The HR division aims to minimise harmful impact on the environment through managing its carbon footprint, reducing energy, encouraging paperless communication and generally fostering a culture of responsible stewardship of the environment amongst all staff.

To this end, the HR Division introduced the following initiatives:

- staff were trained on Oracle Employee Self Service which enables application for leave online and reduces the use of paper based forms;
- applications for vacant posts are now done online via the UJ website portal;
- all files were scanned and are being safely stored at Metrofile. An electronic copy of files are available on ImageNow for reference purposes.

## **LEADERSHIP**

The leadership philosophy within HR has been to allow different leaders to emerge based on their talents, strengths and personal preferences. A great deal of effort is placed on facilitating team success by ensuring that staff are resourced to be productive, provided with the necessary training and development, are recognised for their achievements and coached through their challenges.

The HR Roadshow was a valuable platform that allowed HR managers to interface with line managers. HR also benefitted from a number of national and international networking opportunities. At the national level, participation in the HR Executive Directors' Forum created valuable exposure and benchmarking opportunities. HR managers are provided with the opportunity to attend on a rotational basis. At an international level, HR participated as a member of the Society for Human Resources Management (SHRM), the Global Academic Executive Forum, Universitas 21 HR Subcommittee and the ACU HR Committee. These provided valuable insights into best and benchmarking practices.

In addition, a knowledge portal was created giving all HR staff access to a wealth of HR information through national and international reports.




## CONCLUSION

The Division succeeded in delivering on its mandate of supporting UJ's vision and strategic objectives in 2014. In line with the priorities set for 2014, the talent management processes and procedures were further enhanced leading to a re-focus of the TM strategy for 2015. More robust attraction and retention strategies will be implemented to increase the number of Black associate professors and full professors. High on the 2015 agenda will be a review of the management and leadership programmes aimed at enhancing the leadership qualities of current and future leaders within UJ. The process of building a credible and responsive HR division was consolidated in 2014, and will be taken forward in 2015.



**Mala Singh (Dr)**

Executive Director: Human Resources



**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services

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# MANAGEMENT AND ADMINISTRATION: SUPPORT SERVICES

## OVERVIEW

The University of Johannesburg's (UJ's) Strategic Objective Four: Enriching Student-Friendly Learning and Living Experience, and Objective Six: Fitness for Global Excellence and Stature, have import for the various support services divisions of the University.

The operating contact and governance, as well as the performance review of the following support services are reflected in this report:

- Information and Communication Systems
- Institutional Planning: Monitoring and Evaluation
- Unit for Quality Promotion
- Corporate Governance
- Academic Administration
- Central Administration
- Health and Wellness
- People with Disabilities
- Operations

## GOVERNANCE

Reports of the various support services serve at the MEC Operations Committee, and, where applicable, at the MEC. The cycle reports of Academic Administration (i.e. Undergraduate Application Report, Registration Report, Graduation Report, etc.) also serve at the Senate Executive Committee, Senate, Council Executive Committee and Council. Several institutional academic administration committees are operational, chaired by the Registrar (i.e. Admissions Committee, Registration Committee, Timetable Committee, Academic Administration Coordination Committee, etc.). An MEC Enrolment Management Committee (chaired by the DVC: Academic) monitors compliance with the UJ Registration Plan from application to registration.

## POLICY FRAMEWORK

The Support Services divisions function 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, and any specialised legislation and regulations.

## INFORMATION COMMUNICATION SYSTEMS

The Information Communication Systems (ICS) Division is the central information technology (IT) service division of the University of Johannesburg (UJ) and is tasked with the planning, implementation and support of core IT systems within UJ.

ICS is driven by a vision to be an IT services provider of choice for all of UJ's communities and a credible partner in the delivery of the University's strategic goals.

Embedded in ICS's mission is to make sound IT investment decisions that are aligned to the University's strategic vision, provide leadership in the effective and efficient use of IT within UJ, as well as ensure a reliable and secure IT service across all UJ's campuses. This while retaining a motivated and highly skilled workforce that is able to address UJ's current and future IT needs.

## **ICS organisation structure**

The ICS Division consists of the following departments:

- Technology Architecture and Planning
- Solutions Delivery
- Enterprise Systems Management
- IT Operations and Infrastructure Support
- Network and Telephony
- IT Service Delivery
- Information Security
- IT Portfolio Management

## **ICT strategy**

The key deliverables of UJ's ICT strategy are:

- **A fast, reliable and secure technology infrastructure**  
The primary purpose of this deliverable is to provide the UJ community with an IT service that is secure, always available and failsafe, allowing them to focus on their core business with the assurance that IT will be an enabler rather than a hindrance to their operations.
- **Ubiquitous connectivity**  
Connectivity is paramount to the University's strategy enabling collaboration between all UJ stakeholders both internally and externally. This deliverable ensures provision of a widespread network infrastructure that supports all devices used by the UJ community, covering all locations such as the libraries, lecture venues and student centres, student residences and open area hotspots.
- **Virtual student and stakeholder engagement**  
UJ understands that today's student is constantly connected and takes advantage of this by extending the engagement with students beyond the classroom through the use of online learning, social media and other means of technology-assisted learning.
- **Online institutional knowledge repository**  
UJ generates an immense amount of knowledge through its research and other operational activities. The purpose of this deliverable is to ensure that a platform exists that captures the University's knowledge into a repository and data warehouse that can be mined to support Executive decisions and to promote the University's ratings and good standing.
- **IT service excellence**  
ICS acknowledges that the above is not possible without a culture of service excellence and delivery. Therefore this area requires focus and performance must be measurable.

## **KEY MILESTONE ACHIEVEMENTS**

The following are key achievements attained in 2014 through the adoption of the ICS strategy and its relentless pursuit of service excellence.

### ***Technology architecture and planning***

- **Network Security Infrastructure Upgrade**  
Proxy servers are part of UJ's network security infrastructure and are subject to scheduled technology refresh

to ensure that their performance remains optimum with respect to consolidating and controlling internet traffic and ensuring that internet access control policies are maintained. This project was undertaken to upgrade and refresh the internal proxy server infrastructure in line with the above deliverables.

- **Video Streaming (Adobe Connect)**

UJ has integrated technology into its teaching and learning processes. In order to ensure that students benefit from these advancements ICS implemented a video streaming facility that allows lectures and key events to be streamed live via the internet where they can be watched from anywhere in the world. This facility allows for online, real time participation by students and other stakeholders from anywhere where they have access to internet connection.

Key events hosted by the library were broadcast live and appreciated by audiences both locally and internationally.

- **Apple TV rollout pilot**

UJ has provided its lecturers with tablet devices for teaching. To enable the most effective use of these tablets in class, a pilot implementation of AppleTV devices was undertaken. This allows lecturers to project and display internet content from their tablets wirelessly. Feedback from this pilot is currently being reviewed with the aim of extending the rollout to a wider number of teaching venues.

### ***Solutions delivery***

- **Management of Assessment Marks Systems (MAMS)**

The MAMS system continues to grow as requirements from faculty increase. Further enhancements were added in line with lecturer feedback and requirements from Central Administration. Key to these additions is the ability of the system to track student performance allowing faculty to undertake early interventions and thereby improve overall student performance.

- **Kuali OpenSource Enterprise System development**

UJ has made a strategic decision to invest in the development of a South African version of the Kuali open source enterprise management software for higher education. This is being undertaken in collaboration with North- West University. A fully functioning financial module of the Kuali system (KFS) was implemented at UJ and is currently being reviewed by key stakeholders with a view to full implementation and migration.

- **System Interfaces**

Various interfaces were developed and enhanced during the year under review to allow for integration of different systems so that consolidated management information can be easily extracted. Interfaces built include student system/library as well as system system/HR/research system interfaces. The idea is to architect and implement a systems integration layer (BUS) which will allow for a free flow of information between disparate systems.

### ***Enterprise systems***

- **Oracle system enhancements**

Following the upgrade of the Oracle system to the latest version, various modifications and enhancements were implemented in line with user requirements including staff self-service and cost to company pay structure.

- **Oracle Learning Management System implementation (OLM)**

The implementation of OLM has provided HR with comprehensive IT tools to be able to track and manage training and development of staff with relative ease. This implementation has also enabled easier statutory reporting on employee development.

- **ITS upgrade to Integrator version 3**

The enterprise systems team is working with Central Administration in preparing for a major upgrade of the Student Information System which was scheduled for implementation in the first quarter of 2015.

### ***Network and telephony***

- **Wi-Fi rollout to all lecture venues**

UJ achieved a milestone when the project to Wi-Fi-enable all teaching venues was completed on time.

This allows for the vision of a technology enhanced education to be realised as lecturers are now able to integrate online resources into their teaching aids. Further expansions and enhancements are planned to ensure that the network responds to growing needs.

- **Network monitoring**

The implementation of network monitoring tools such as Solarwinds together with the establishment of a Network Operations Centre has ensured that the network is constantly monitored and that incidents are proactively spotted and addressed before they can impact users. Thanks to this infrastructure, areas of saturation, where bottlenecks and therefore performance degradation are likely to occur, have been identified and are now in the process of being addressed.

- **Network redesign**

The UJ network backbone was created at a time when IT services were basic and internet traffic minimal. Technology has since revolutionised the way higher education institutions function and IT has become fundamental to every activity within UJ. It is for this reason that ICS has initiated a project to relook at the current network design and revamp it to address the following key questions areas:

- performance
- security
- availability
- stakeholder relevance (viz. enterprise, faculty, students, researchers and guests)

This will be a multi-year implementation that will be rolled out according to needs and budget availability.

### ***IT operations and infrastructure***

- **Systems availability**

The availability of UJ's core systems continues to meet and exceed the 98% SLA target with ICS staff finding innovative ways of upgrading and maintaining systems with little user disruption.

- **Exchange 2013 upgrade**

The email system was upgraded to the latest version available (Exchange 2013). This allows users to have easy access to their emails and calendars from anywhere where they have internet connectivity via a number of interfaces including tablet devices. This upgrade also sets UJ up for the next wave in technology; namely cloud computing.

- **Password management self-service portal**

At the beginning of each year ICS is constantly inundated by staff members and students wanting assistance with expired passwords. This occurs despite the various notifications and prior warnings issued regarding password expiry.

ICS has consequently added a self-service portal to its options of password resets to allow users to be able to change their passwords from wherever they might be as long as they have internet access. This alleviates frustrations and assists to ensure the security of user data.

- **Service management system**

ICS continues to roll out the Microsoft Service Manager Helpdesk system to assist departments in automating their service management processes.

The HR, Payroll and Governance departments are the latest to have their systems upgraded into the new helpdesk technology.

Microsoft SharePoint Portal is also being rolled out to provide departments with a facility to secure, centralise and easily share data within the department, across the institution and beyond. This is a considerable improvement on previous methods which involved exchanging memory sticks and keeping critical data on laptops which are increasingly vulnerable to being stolen.

- **InTune Mobile Device Management software**

With the rapid migration towards mobile devices such as laptops and tablets, there is an increase in the number of cases where these devices are lost or stolen, which poses a risk to the critical data contained in these devices.

ICS has invested in Microsoft InTune Mobile Device Management software which allows for remote management of UJ tablets of all types including iPads, Android and Windows devices. This allows for minimum secure configuration standards to be enforced on all devices and for data to be wiped out remotely when the device is reported lost so that it does not fall into wrong hands. A policy is currently being developed to support this initiative and rollout will commence soon.

### ***IT service delivery***

- **Rollout of tablet devices to NSFAS category students**

This is an initiative coordinated with the Student Finance Department and it saw a successful roll out of 2 500 tablets to designated students. This is part of UJ's initiative to provide technology access to all students regardless of financial background.

To cater for the different needs of students, some of whom were using tablets for the first time, ICS opened a student help centre (service window) assisting students with various queries regarding their tablets. Queries ranged from configuring devices for access into the UJ network and internet to how to use the devices under various circumstances.

- **Introducing Bring Your Own Device (BYOD) computer labs**

UJ has maintained a healthy student to computer ratio and provides a total of 4 537 computers across its four campuses. With the provision of tablets to a specified category of students and the push for all to have their own devices, a need is emerging for computer laboratories that cater for students who bring their own devices and only require connectivity and power facilities from the Institution.

ICS is currently preparing to launch its BYOD computer lab, which will allow for students to use a free sitting venue that provides power and Wi-Fi connectivity. This concept will be taken to all campuses as uptake increases and space becomes available.

- **Audio visual installations at lecture venues**

An audit of lecture venues was completed on all campuses and a number of venues were found not to have any audio visual equipment. These venues have continued to have degraded service and AVU staff have to deliver and set up AV equipment in time for classes to start. This has been inefficient.

A project has been initiated to ensure that all 150 of these venues are fully kitted out with DFC (42) and this has been identified as a priority. The tender has been awarded and progress is being made towards equipping these venues.

### ***Information security***

- **Risk and audit management**

Improvements continue to be made in the management of IT risks and processes have been put in place to monitor progress. Maturity has been achieved in a number of areas including standardisation of system configurations, securing of critical systems and raising awareness regarding cyber security.

- **Business continuity – Offsite disaster recovery facility**

A key element of the ongoing business continuity project has been the identification of an offsite disaster recovery facility to host UJ's backup/failover systems. The identified commercial site meets all security requirements as prescribed in the audit finding, and plans are now afoot to initiate a project for the migration logistics and implementation.

- **IT governance**

Corbit and King III are the frameworks used to drive and measure IT governance within UJ, and there is an ongoing effort to comply with these frameworks. IT audits have been satisfactory.

The ICT Steering committee comprising of independent non-IT stakeholders is maturing and continues to make valuable contribution on issues of ICT governance within the UJ.

### ***Financial management***

Fiscal discipline is key to ICS and while delivery of service and strategic projects are paramount, this is balanced with a need to ensure that delivery is within allocated budget.

The ability to do a mid-year review and the re-purposing of funding from idle projects has ensured that the allocated capital expenditure budget was fully deployed with effective results.

## **CONCLUSION**

UJ recognises the need for advanced technology and understands the impact IT has on its core mission and strategy. ICS in partnership with its stakeholders is driving hard to ensure that the benefits of technology are felt throughout the institution.

There is a concerted effort from ICS management to shift IT away from just server room activities towards integrating IT service into the teaching and learning environment. This is being done by creating partnerships with faculty, as demonstrated by the recent facilitated video conferencing link-up between a UJ Computer Science class with a key American university, as well as by the live lecture link between a UJ Health Sciences department and the UK based Christchurch University.

## **TARGETS AND THE WAY FORWARD**

There is a push from ICS to have ICT integrate further with UJ's core business of teaching, learning and research; this in turn requires that we provide services and infrastructure that is reliable and responsive to changing needs.

To this end, the following are some of the focus areas for 2015:

- **Rollout of business intelligence system**  
Management and decision making information is a critical necessity for running a university the size of UJ. ICS is in the process of rolling out an enterprise grade business intelligence system based on the Oracle technology (OBIEE). This is to support UJ's executives, and operational data analytics and reporting needs.
- **Extend and consolidate the rollout of Wi-Fi to areas that have less coverage**  
As the number of students increases, the current Wi-Fi infrastructure needs to be augmented to cater for the growing demand or else students will start to experience a weak signal while some will be unable to connect because of network congestion.
- **Mobile device management**  
There has been a dramatic increase in the number of mobile devices issued to staff for use in administration and teaching functions and a great deal of critical data is being stored and exchanged using these devices. While the replacement of these devices is a not an important issue because they are constantly dropping in price, the data they contain can be sensitive. They therefore require special protection. The rollout of the InTune Device Management system, which is currently being piloted, is critical to ensure security of data on UJ's mobile devices.
- **Bring Your Own Device (BYOD) computer laboratories**  
The first BYOD lab is due to open at the Bunting Road Campus. This is an exciting development that will provide a new way to service student's ICT needs.
- **Mobile Apps development capability**  
Mobile devices are the future and the development of apps to address this growing area is important. Tools have been acquired and staff are now being trained in the development of mobile apps. These will provide UJ with the capability to develop in-house apps for accessing administration systems as well as facilitate interaction with external stakeholders.
- **Massive open online courses (MOOCs)**  
MOOCs are a new phenomenon that allow for the provision of online learning and teaching content. There is a growing interest in this facility within the UJ faculty. ICS will implement a MOOC building platform which will allow faculty to start familiarising themselves with MOOC concepts and ultimately rollout their first internally hosted MOOC.
- **Network redesign**  
The UJ network backbone is the foundation of all ICT enabled services provided by the institution. The

redesign of the network backbone is a critical requirement in light of the ambitious ICT enabled teaching and learning targets that UJ has set itself. In addition it will support the strategy of Global Excellence and Stature. Implementation of the new design will be a multi-year project which will see the University's ICT network able to scale and securely support all of its communities and external stakeholders.

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**Andile Swartbooi (Mr)**

Executive Director: Information and Communication Systems

A handwritten signature in black ink, appearing to be 'M. Letlape', with a stylized, cursive flourish extending to the right.

**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services



# INSTITUTIONAL PLANNING, EVALUATION AND MONITORING

## OVERVIEW

The primary functions of the Division for Institutional Planning, Evaluation and Monitoring are to provide the data, research and support for the strategic and institutional planning processes of the University of Johannesburg (UJ), and the guidance and support needed for academic planning. Headed by a senior director, it consists of three units: Academic Planning, Data Governance and Management, and Institutional Research and Planning.

In the area of academic planning, key ongoing concerns are the maintenance of an academic profile in terms of student enrolment and programme offerings that are appropriate to the nature of the University, its mission, its strategic goals, and its long-term sustainability. In this respect, attention is drawn to the achievement of particular enrolment targets in 2014, changing patterns of enrolment that will require future attention and the development of UJ's new programme and qualification mix (PQM) in line with the provisions of the Higher Education Qualifications Sub-Framework (HEQSF) of 2009.

Work in the Division is strongly focused on data generation, monitoring and analysis, and the provision of a wide variety of reports and submissions for different stakeholders. In this respect, critical activities have included the second submission of UJ data for QS World University Rankings (QS WUR) and analysis of the outcomes of QS Subject Rankings.

In other respects, the work done in the different units has been complementary and has addressed some of the critical challenges faced by the University.

The explicit mission of giving students access to excellent educational opportunities brings in its wake the need to do everything possible to ensure that students succeed in their endeavours.

Student surveys conducted by DIPEM enquire into a wide variety of aspects of student life and learning (including in the classroom) that together make up the total student experience. The disaggregation of responses by Faculty allows faculties to act on issues of particular relevance to their environment. The surveys have been conducted over a number of years and are beginning to generate useful longitudinal perspectives. Results are made available to the broader UJ community to enable improvement of service, support and performance.

A related issue is student academic performance. Tracking of student success rates in DIPEM suggests that many of the University's interventions have worked well but there are nonetheless high rates of drop-outs from its undergraduate programmes, particularly in the second year of study.

In reports available through the HEDA portal, the Division has been able to produce detailed analyses of the performance of cohorts of students, for each faculty, by qualification type and even by individual programme. This has proven to be a very powerful diagnostic tool for executive management and faculties, allowing them to identify areas of high drop-out or very slow time-to-completion that require intervention.

## ACADEMIC PLANNING

### **Response to draft national policy**

The Division coordinated the University's response to two draft policies circulated for comment by the Department of Higher Education and Training (DHET). These were the draft policy on Distance Education and the draft Framework for Differentiation document. Having been nominated by HESA, the Senior Director also made a major contribution to the revision of the HEMIS Programme Classification Structure Manual.

### **Enrolment planning and monitoring**

#### **External and internal planning cycles and targets**

The year 2014 was the first of the new five-year enrolment planning cycle with the DHET. The UJ enrolment plan submitted to DHET establishes broad parameters and proposed targets through to 2019 in relation to headcount enrolments by qualification type, CESM category, mode of delivery, race and gender, among other dimensions.

Enrolment targets for faculties for the period up to 2020 were developed in line with these parameters early in 2014, using 2013 as the baseline year. This was done by establishing a growth matrix, which assigns a specific growth percentage to all faculties for each qualification type. Included within the matrix is any negative growth that may be required as some faculties will have to decrease headcount enrolments at the UG level in order for the University to achieve a 3% shift from UG to PG, while remaining within a total headcount of 50 000 by 2020. Because of the use of varied growth rates at faculty level as opposed to the uniform rates applied in the DHET plan at a macro level, there will always be some discrepancies between internal and external targets on an annual basis.

In the internal annual enrolment plan, planning is taken to a far more detailed level at which a variety of contextual factors come into play. The plan submitted to Senate for approval is usually closely but not perfectly aligned with the DHET plan. We therefore work with two sets of targets. Monitoring of actual enrolments on the HEDA dashboard is always undertaken in relation to the Senate approved enrolment plan.

It is, nonetheless, critical to assess our position every year in relation to the DHET targets as these provide the basis for subsidy allocations to the University. The following section looks at the 2014 position of UJ in relation to DHET targets while a more detailed analysis of enrolment in relation to the annual Senate approved plan can be found in the full report.

#### **Current position in relation to DHET plan**

In the following tables, enrolment data for 2014 are compared to the proposed targets submitted by UJ to DHET. Occasional students are omitted in this analysis.

**Table 80: Enrolment by field of study**

	UJ Position 2014*		DHET plan
	Headcount	Proportion	2014
<b>BUS</b>	19 130	38.6%	39.8%
<b>EDU</b>	3 139	6.3%	6.4%
<b>OTH</b>	11 584	23.4%	23.4%
<b>SET</b>	15 674	31.6%	30.4%

*\*HEMIS data extracted 04.02.15. Data for 2014 have not yet been audited and are subject to change.*

The achieved proportional enrolments by field of study (CESM category) for 2014 were very close to proposed targets in the plan submitted to DHET. If anything, the reduced proportion in BUS/MAN taken up by SET was an advance on the initial targets.

**Table 81: Headcount total enrolments**

	UJ 2014*	Proposed target 2014 (DHET plan)
First-time entering undergraduates	11 924	10100
<b>Total undergraduate</b>	<b>42 532</b>	<b>41913</b>
Postgraduate to masters level	3 788	4026
Masters	2443	2272
Doctors	764	678
<b>Total postgraduate</b>	<b>6 995</b>	<b>6976</b>
<b>TOTAL ENROLMENT</b>	<b>49527</b>	<b>48890</b>

\*HEMIS data extracted 04.02.15. Data for 2014 have not yet been audited and are subject to change.

The variation in actual headcount enrolments from the proposed target of 48 890 is 1.01%, which is well within the permitted 2% range. The University enrolled a larger number of first-time students than is the norm for the Institution and this was almost entirely within the Faculty of Management and compensated for a decline in this category of students over a number of years.

While the 'PG below masters' enrolments for 2014 fell below the target set in the DHET plan, the slack was taken up and exceeded by enrolments at the masters and doctoral levels, which was a pleasing outcome. Shortfalls in honours registrations in the Faculty of Humanities were a problem and the Faculty will need to revise its recruitment strategies to address this issue.

**Table 82: UG diploma degree mix**

	UJ 2014*	DHET 2014
<b>Diplomas</b>	16134	16541
<b>Degrees</b>	26398	25372
<b>TOTAL</b>	<b>42532</b>	<b>41913</b>

\*HEMIS data extracted 04.02.15. Data for 2014 have not yet been audited and are subject to change.

The shift from diploma to degree registrations was marked in 2014 and the consequence is that diploma registrations were just over 400 short of the DHET target, while degree registrations overshot the target by a thousand.

In the case of the degrees, this was in part because of over-enrolment in some faculties. It is likely that this trend will become even more marked when the new three-year bachelor degrees in Engineering Technology are launched and the corresponding diploma programmes are phased out.

There will be a similar pattern in the Health Sciences with the introduction of four-year professional degrees. However, some growth in the UG diploma category will come about when new Advanced Diplomas (in line with the HEQSF) come into play, and the Postgraduate Certificate in Education or PGCE (now considered to be an undergraduate qualification, despite its name) will also fall into this category as from 2015.

### **Future developments**

It is becoming clear that a five-year planning cycle in a rapidly changing environment imposes limiting constraints that may necessitate a discussion with DHET in relation to 2019 targets. There are at least three issues that have already emerged in this respect:

- **The UG diploma/degree mix**

The overall decline in diploma registrations mentioned above has come about as a consequence of a number of factors including pressures from the student market, and professional body responses to the provisions of the new HEQSF.

- **Provision of fully online (distance) programmes**

The promulgation in 2014 of DHET's new Distance Education Policy allows all universities to apply for permission to offer qualifications in distance mode to enable more rapid expansion of the sector than would be possible if confined to contact provision. Blended learning possibilities and fully online offerings are currently being explored by the University, but no provision has been made for the distance-mode enrolment of students in UJ's 2013-2019 plan.

- **Growth beyond current headcount projections**

In the event that the University launches fully online qualifications, the resulting headcount enrolment would have to be accommodated over and above the existing agreement for contact students.

### **HEQSF alignment and UJ's new PQM**

Since the implementation of the HEQF in 2009 and its subsequent revision and promulgation as the HEQSF, all new programmes offered at UJ have been designed in terms of its specifications. These new qualifications have formed the basis for UJ's new HEQSF-aligned PQM. Previously existing qualifications have also been aligned with the HEQSF and some programmes that cannot be aligned have been, or are in the process of being, phased out. Only those qualifications that required curriculum change (the so-called category B programmes) are still awaiting accreditation by the CHE. There are 47 of these in total. The most optimistic scenario is that this process will be completed by 2016 and until then, programmes have to be offered under their existing names even though amendments to the curriculum have been internally approved.

Institutions are at present operating with two PQMs – the 'old' PQM approved by the Minister, and the new HEQSF-based PQM. DHET has asked all higher education institutions to assist in expanding their new PQMs through addition of those older qualifications that have been through the alignment process.

In collaboration with the CAA, the staff in DIPEM has assisted in this process and the PQM has been submitted to DHET for sign-off by the Minister. UJ will continue to operate with two PQMs until all category B programmes have been aligned and transferred and all non-aligned 'old' programmes have been phased out.

In the course of 2014, UJ submitted a total of 18 new subsidised qualifications for approval and accreditation through the normal channels. The majority of these were at postgraduate level.

### **Alignment of continuing education and short learning programmes with the HEQSF**

An area that has required dedicated focus in relation to quality and compliance is that of non-subsidised whole and short learning programmes. A recent tightening of regulations at the CHE means that all non-subsidised whole programmes require accreditation by the HEQC. This has been applied to applications for the offering of new programmes, but DIPEM has also undertaken the submission of all existing whole non-subsidised programmes for accreditation as part of a mitigation of risk strategy. This has involved considerable work with the Faculty of Law in particular. One of the issues which we will need to address is the feasibility of offering some of these programmes as part of the formal subsidised suite of programmes of the University.

As part of this initiative, short learning programmes are also being brought in line with the specifications of the HEQSF, even though this is not a regulatory requirement. Appropriate expression of admission requirements, the level of offering and possible credit value will make for greater coherence in relation to formal offerings and the allocation of credits.

## **RANKINGS**

### ***QS World University rankings***

The University's second submission for QS world ranking was made in April 2014. The outcome showed that UJ held its position with only minimal change on some indicators. It remains one of seven ranked universities in

South Africa – both for 2013/2014 and 2014/2015 with its overall ranking position still in the grouping 601-650 but with some movement upwards from the lower level of this group. In a highly competitive environment, it will take considerable effort to move into the 551-600 group.

### **Future developments at QS**

Some modifications and refinements to the QS methodology have been explored and will be employed in the 2015/2016 rankings.

For research: The introduction of a hybrid model where normalisation to citation values at the faculty area level will be applied (*i.e. "an adjustment is applied to the total citation count for each institution based on the average share of world citations they attract in each of the QS-defined five broad faculty areas – this will result in an adjusted overall figure which can still be divided by the number of faculty to best account for the size of the institutions"*).

For employability: Work has begun on defining and delivering a "Global Employability Index", which will serve as a more sophisticated lens to evaluate and recognise the one aspect of a university's performance likely to be the most important to the majority of prospective students.

In an attempt to measure teaching quality effectively, QS has teamed up with the SEI Center at The Wharton School of Business to establish a set of annual awards focused on best practice and innovation in teaching.

### **QS subject rankings**

Early in 2014, the QS subject rankings were released and UJ was one of 689 institutions ranked in subject areas after QS evaluated a total of 2,838 universities. Unlike the institutional ranking system, this system works with a limited set of criteria related to reputational and research factors only for each of the thirty subject areas identified by QS.

Overall scores are arrived at by combining the scores for each subject across four dimensions, namely academic reputation, employer reputation, citations and the H-index. To take huge cultural and disciplinary differences among subjects into account, these dimensions are differently weighted for subjects in the final scoring. The rank position is published by QS only for those subject areas within an institution that have come in the top 200 globally. UJ was scored in fifteen subject areas and ranked in the top 200 for five of those, namely English, Geography, Education, Politics and Law.

Among South African universities, fourteen institutions were ranked in at least one subject area and eight were in the world's top 200 for at least one subject. UJ is among the eight, with ranked positions for five of its subjects. Overall, UJ is in a highly respectable sixth position, well ahead of the next four SA institutions. Important factors to emerge include the following:

- the employer reputation scores achieved are high, with the majority over 50 and reaching 73. This suggests that the quality of preparation of UJ graduates is valued in the labour market;
- academic reputation scores range from 13.5 to a high of 61.1, which suggests that there is work to be done to increase our visibility in the global academic community. Participation in international conferences, research partnerships, collaborative ventures and joint degrees will all contribute to heightened visibility. Publication in reputable international journals should not be the only form of exposure of research findings;
- In the Sciences, the weight given to citations and H-indices is far higher than in the Humanities and Social Sciences and this is a reflection of the high volumes of research in these areas globally. This makes the achievement of visibility especially demanding as the competition is intense. Here, focused publication in Scopus listed journals is necessary.
- In the Humanities and Social Sciences there is potential for increased recognition by ensuring that currently 'unscored' subjects such as Philosophy meet the fundamental requirements for QS recognition.

The fact that no South African institution was given a score for Accounting and Finance may suggest a limitation in the QS methodology possibly related to its exclusive use of Scopus as the database for its paper affiliations. There is significant potential for UJ to achieve scores and possible ranking in a number of other subject areas. As

a first step, it means ensuring that the three prerequisites for scoring are met, but secondly, that greater attention is paid to strategies for enhancing academic and employer reputation scores.

## **STRATEGIC PLAN 2025**

Monitoring progress made against the many indicators specified in the original version of the Strategic Plan 2025 revealed a number of difficulties when it came to reporting towards the end of 2014. This was particularly the case for information that is not readily available on any of the existing data bases used in the University such as HEMIS or RIMS.

In collaboration with the Deputy Vice-Chancellor, Academic, and the newly appointed Executive Director in the Vice Chancellor's Office, work was undertaken to remove any duplication, consolidate indicators where possible, refine definitions and reduce the overall number of indicators. This has resulted in the reduction (by almost half) of the number of indicators and corresponding targets.

## **INSTITUTIONAL RESEARCH AND DATA ANALYSIS**

### ***Student experience surveys***

Many of the reports and analyses emanating from the Division are based on hard quantitative data derived mainly from the HEMIS database (ex post facto analyses), supplemented by survey data (mainly quantitative, but also complemented by qualitative data) that investigate critical issues in the broader area of student experience. These surveys are conducted separately for undergraduate and postgraduate students as their needs and experiences differ significantly. Since 2014 these surveys have been conducted annually; in the past they were conducted biennially.

The quality of the student experience, both in and outside the classroom, is increasingly important as an element influencing student choice of institution before enrolment and student success after enrolment and this is therefore a significant strategic focus of the institution. Student experience is also used as a criterion in certain ranking and rating systems. IRPU conducts a number of student experience surveys across a range of different categories through separate online questionnaires for undergraduate and postgraduate students. Questionnaire response data can be analysed by faculty, race, gender, nationality and disability.

### **Undergraduate survey**

After reviewing the 2013 Undergraduate Experience Survey questionnaire, it was amended in 2014 to gather additional data (especially to get an indication of a "sense of belonging") from the undergraduate students. The questionnaire gathered information on students' demographic background, their opinion of the UJ environment, their plans after completion of their studies, their perceived experiences of lectures, lecturers, tutors and tutorials, learning outcomes and availability of financial aid. Critically, it elicited information on services offered by the broad spectrum of Support Service divisions/centres/units/etc. (e.g., Central Academic Administration, faculty-based administration, the computer laboratories, libraries, etc.). The report on the general outcomes of this survey has been distributed to faculty deans and ADS.

Undergraduate students, overall, have positive experiences regarding all of the measured features of student and academic life. Some areas/items of concern have been highlighted for attention by those responsible so as to effect improvements.

A "Satisfaction Index" as one of the UJ's key performance indices is calculated using the results from this survey.

### **Postgraduate survey**

The main focus of this survey was on the programme related experiences of UJ postgraduate students. The intention is to get a clearer understanding of issues in this regard to assist in possible programme revitalisation, but primarily for improving supervisory practices in order to improve time to completion for postgraduate students.

A new dimension added to the 2014 survey was measurement of the level of “structure” of postgraduate studies for which supervisors were responsible. A Boston-matrix representation of “support” and “structure” was developed by making use of Gatfield’s discussion of supervisory styles and was for the first time part of the Postgraduate Student Experience report.

The target group of respondents for this survey was all UJ’s Masters’ and Doctoral students who have registered and/or completed their postgraduate studies from 2012, 2013 and 2014. The outcomes of the 2014 Postgraduate Experience Survey consists of three separate sections dealing with PhD students, research master’s students and coursework master’s students. The questionnaire also requested the coursework master’s students to answer an additional set of questions pertaining to their coursework.

It is clear from the outcomes that postgraduate students perceive the overall postgraduate experience as positive, but the report highlights some suggestions on how supervisory practices may be enhanced. It seems that coursework master’s students felt they had received very low levels of “support” and “structure” from both the University and from their supervisors.

Supervision of research master’s students led to the development of some structure in their studies, but they felt they were provided with inadequate institutional support. Doctoral respondents, on the other hand, received supervision leading to high structure and felt that they had received good institutional support.

### ***Student dropout***

An extensive analysis of dropout patterns at UJ for different qualification types was undertaken in response to a communication from DHET that expressed concern at the high levels of dropout at the University in relation to the rest of the system. The DHET analysis used the 2011 cohort of first-time entering students who dropped out after their first year of study.

Our own analysis broadly confirmed these findings but extended the review to determine whether there had been any improvement since 2011. Comparing 2011 and 2013 data, it was found that there was a marked improvement in the dropout rate in three- and four-year degrees from 2011 to 2013, but the UJ dropout rate for the 2013 cohort remained higher than the sector average for the 2011 cohort for these qualification types. The dropout rate for three-year diplomas increased for the 2013 cohort and this is a matter of deep concern.

A separate but complementary study was undertaken to identify ‘high priority’ modules, i.e. those modules that generate high volumes of failed (HEMIS) credits. Further investigation and possible interventions will be explored by ADS in 2015.

### ***Collaboration with Umalusi***

Institutional researchers in the Division took part in a pilot study commissioned by Umalusi during 2013. The study investigated the ability of certain NSC subjects, namely the results obtained in English, Mathematics and Physical Science to serve as predictors of academic success at higher education institutions. The pilot study was conducted by researchers from three higher education institutions, namely the UJ, University of Pretoria and the University of the Witwatersrand.

The logistical regression output illustrates a correlation of the NSC results with academic success by a positive and statistically significant coefficient for all three NSC subjects. Investigation at the three institutions, across different faculties, has confirmed this.

On conclusion of this first pilot study, the overall findings suggest that NSC results continue to predict academic success at higher education institutions but the ability of NSC results to act as predictors may be influenced by future changes in NSC results themselves. It was also found that interventions and experiences in the environment at higher education institutions can work directly to affect the academic success of students of varying academic abilities.

During 2014 the Institutional Research and Planning Unit was involved in the planning phase of the second phase of the research project which will involve a greater number of higher education institutions and will kick-off in 2015.

### ***Graduate employability***

The aim of the Student Employability Survey is to gather and investigate data about UJ students' employability prospects. The questionnaire enquires about graduates' activities since their graduation, about their employability prospects, and how quickly and where they found employment.

Overall, the findings of this survey suggest that the majority of respondents across all qualification levels were of the opinion that they would not have been able to find their current employment without their UJ qualification. On the basis of this sample, one of the findings was that within three months, more than 70% of graduates obtained employment, and 93.5% had found employment within 12 months. The report also concluded that a professional four-year qualification or an advanced qualification such as an honours degree, provided the employment seeker an advantage in securing full-time employment.

An Employment Index as one of the UJ's Key Performance Indices is calculated using the results from this survey.

### ***Temporary staff analysis***

With impetus from the VC Executive Leadership Development Project, a benchmark analysis revealed that UJ had a higher student to permanent academic staff ratio than peer institutions. This imposes constraints on the University's ability to grow its global reputation, which is strongly correlated to high levels of research activity and output.

While a more than adequate proportion of the institutional budget is dedicated to staff remuneration, expenditure on the appointment of temporary staff is relatively high. The first phase of a project to convert part of this expenditure into the creation of more permanent academic posts was undertaken in 2014, yielding the possibility of 30 new lecturer-equivalent posts from the faculties. In 2015, this will be extended to the service and support divisions with the aim of creating 50 such posts in all.

## **DATA MANAGEMENT**

Since the merger, the University has used HEDA as a data management tool, enabling data to be accessed, validated, stored, protected and processed. The Unit for Data Governance is primarily responsible for the administration of the tool in consultation with IDSC, a local BI company that has extensive knowledge of higher education.

Until a world class BI infrastructure and system for UJ is in place, the basic premise of data delivery via the HEDA system is that data required by managers and other stakeholders need to be available at any given time and place. This requires delivery via the web and HEDA provides a secure and reliable web-based system for delivering information to users. HEDA does not replace existing data systems but draws on the existing data sources to convert the data into information – or business intelligence – that can support informed decision-making with improved data quality.

An ongoing objective is to maintain and continuously enhance the HEDA system in relation to information needs by introducing new modules and functionalities to improve its reporting and related capabilities.

HEDA is used to cover three streams of reporting needs i.e. operational, tactical and strategic. Since 2014 the focus was shifted to expand reporting within the strategic stream. A key focus for the future is to start building predictive models and to shift the reporting focus to show exceptions or risks.

In view of the strategic focus to review and measure performance, most resources were deployed to accommodate dashboard-type reporting. However, the technology used by IDSC meant that this exercise was very time consuming and the outcome not as user friendly as required. The upgrade to POWERHEDA in April/May 2015 should address this issue as it promises easy dashboard solutions using datasets.



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**Trish Gibbon (Ms)**

Senior Director: Division for Institutional Planning, Evaluation and Monitoring

Handwritten signature of Angina Parekh in black ink, with a horizontal line underneath the name.

**Angina Parekh (Prof.)**

Deputy Vice-Chancellor: Academic

# UNIT FOR QUALITY PROMOTION

The goals of the Unit for Quality Promotion (UQP), which are aligned with the University of Johannesburg's (UJ) Strategic Objectives Two and Six are to:

- provide leadership and support with the implementation of the UJ Strategic Plan 2025 with regards to quality reviews;
- sustain, support and improve the UJ Quality Promotion System;
- enhance the effective functioning of the UQP.

The UQP oversees and facilitates the implementation of different kinds of quality reviews that range from module and programme reviews to faculty and campus reviews, and also reviews of service and support divisions.

UQP identified the following as risks within the Registrar's portfolio:

- lack of commitment to the quality review process; and
- superficial improvement plans and lack of commitment to real improvement.

These risks are mitigated by means of:

- Quality Discussion Forums (for faculties as well as for service and support divisions);
- meetings and consultations with faculty quality managers, departments and programme groups;
- the training of peer review report writers and chairpersons for peer review panels;
- reflection and benchmarking with other universities;
- the establishment of a Quality Working Group (QWG) to review improvement plans;
- questionnaires to determine client satisfaction with UQP services;
- questionnaires to peer review panels on the effectiveness of the review.

The following progress has been made with reviews in faculties:

**Table 83: Progress with reference to targets for 2014**

Type of review	Target for 2014	Site visits completed
Programmes	10	21
Non-subsidised whole programmes	8	2
Research M and D programmes (as faculty clusters)	3*	1 (66 programmes)
Academic departments	4	3
Centres		1
Modules	15	15
Faculty reviews	2	2

\* Reviews of research-based M and D programmes are conducted as a cluster of programmes per faculty. This means that one panel can review up to 66 M and D programmes during a site visit (e.g. Faculty of Management), because the focus is on underpinning governance, processes and student success.

The discrepancies in the targets and the actual reviews often results from faculties' changing priorities, e.g. to review subsidised rather than non-subsidised programmes (as in the Faculty of Management), and to exclude departmental reviews from the module and programme reviews (Faculty of Science).

Progress with regard to quality reviews in the service and support domain is as follows:

**Table 84: Progress 2014**

Type of review	Target for 2014	Site visits completed
Service and support divisions	4	4
Campus	1	

Scheduling of reviews is often influenced by restructuring or by changes in leadership, e.g. as on the Soweto Campus. A vacancy from February to May and the appointment of a new staff member in June also impacted on the progress made in the service and support divisions.

As far as the UJ Quality Promotion System is concerned, the following has been achieved:

- **Programme reviews 2013**  
A report on the programme reviews conducted in 2013 was presented to the Senate Teaching and Learning Committee (STLC). Individual faculty reports as well as an institutional overview were developed. Key commendations and recommendations were reported with regards to the programmes. The main concerns included teaching and learning, curriculum and programme management.
- **Faculty reviews**  
The UQP provided support to two faculties, namely the Faculty of Economic and Financial Sciences and the Faculty of Management, with their preparations for the reviews. Site visits were conducted from 28 July -31 July (FoM) and 11-14 August (FEFS). Preparations started for the review of the Faculty of Engineering and the Built Environment and the Faculty of Law in 2015.
- **Sustained and committed participation in UJ committees and structures**  
This included participation in the STLC, Faculty Quality Discussion Forum (FoM), Programme Working Group (PWG), QWG and Community Engagement Advisory Board. UQP staff members are on all of these committees, attend meetings regularly and provide support as required.
- **Monitor and support the submission of improvement plans and progress reports to the STLC and other committees (according to the reporting lines)**  
A Quality Working Group (QWG) has been established to screen improvement plans and progress reports. The QWG reports to both the STLC and MECO by means of joint reports i.e. joint QWG-Faculty reports on individual plans or reports are sent to the STLC while joint QWG Division plans and reports are forwarded to MECO.
- **Benchmarking the UJ Quality system**  
QPU staff made contributions to external/national higher education structures, associations and forums, e.g. HEQC, SAAIR, international conferences, GARMIN Group, etc. In March, six staff members from the Copper Belt University in Zambia visited UJ. Two UQP staff members discussed a number of quality-related matters with them and provided them with a copy of our programme review manual.
- **The Quality Enhancement Project Task Team (QEPTT)**  
Facilitated and supported the UJ Quality Enhancement Project as part of the CHE's second cycle of institutional reviews. The institutional submission was approved by SENEX and submitted to the CHE.
- **Client satisfaction**  
Evaluations indicated that 96% of respondents thought UQP presentations were relevant and the content of presentations was deemed either excellent or good by 85% of respondents. Members of external panels

were also asked to comment on different aspects of the quality review process. Positive comments (72%) were made regarding guidance and support received and logistics arrangements. Problematic areas (17% of comments) were identified as self-evaluation reports and evidence management.

With reference to the effective leadership and management of the Unit to optimise the UQP's core functions, the following has been achieved:

- following the resignation of Mthu Vongo at the end of January 2014, the post was filled by Mr Rajen Padayachi who commenced duties on 1 June 2014;
- Our culture of performance was enhanced through the implementation of the UJ Performance Contract system within the Unit. Performance contracts were drawn up, signed and submitted by the end of April. Progress reports were discussed with individual staff members and submitted in October;
- wellness and transformation activities were initiated and a combined programme for UQP and DIPEM was developed. Some activities included the Transformation Office;
- the revision of quality review manuals to align criteria with the UJ Strategic Plan was taken forward;
- Responsibility was allocated to a UQP staff member for the regular updating of the UQP tracking system;
- Regular research seminars were scheduled to determine and finalise the Unit's research focus for 2014. Two research projects were identified, namely Perceptions and Experiences of Peer Review Panels (D Weistra) and Student Involvement in Quality Processes (R. Padayachi). The planning was scheduled to be finalised by the end of 2014, and data collection etc. is to be conducted in 2015. Panel comments on tutors will be compiled and presented to faculties as part of the report on reviews conducted in 2014;
- H. Geyser and I. Pretorius were requested to review submitted papers for the SAAIR Forum in September. H Geyser was the supervisor for a UFS master's student;
- H. Geyser and I. Pretorius attended the 9th European Quality Assurance Forum in Barcelona, Spain from 13-15 November. The theme for the Forum was "Changing Education – QA and the shift from teaching to learning". This theme complemented the theme of the Quality Enhancement Project (second round of institutional reviews) very well. A report on the Forum was submitted to the Registrar's Executive Committee.



**Kinta Burger (Prof.)**

Registrar

# CORPORATE GOVERNANCE

## OPERATING CONTEXT

### *Core business*

The Corporate Governance Office functions within the broader University context and aligns its service delivery with the legislative framework of the Republic of South Africa, the Higher Education Act 101 of 1997 (as amended), the Institutional Statute of the University of Johannesburg (UJ), as well as UJ's vision, mission, values and objectives.

The Division, although diverse in nature, strives towards excellence in delivering a quality service in all of its divisions. Corporate Governance also strives to improve its footprint at national and international level.

The divisions within the Corporate Governance Office include:

- **Records Management**  
Legislative and compliance framework life cycle of records (paper and electronic) from development to destruction or archiving.
- **Contract Management**  
Contract Management is responsible for activities from the development stage to the management stage.
- **Legal Services**  
Legal Services provides contractual input and is responsible for general litigation and negotiation matters.
- **Corporate Governance**  
This subdivision has the following responsibilities – nominations and elections; access to information; appointment of Commissioners of Oaths; development of academic regulations; policy development; membership lists of statutory committees; compliance maturity audit; and the compilation of B-BBEE status of institution.

### ***The alignment of the Corporate Governance Scorecard with the UJ's Strategic Objectives***

The strategic objectives of the Division are aligned with the following UJ strategic objectives:

- Fitness for Global Excellence and Stature;
- excellence in research and innovation; and
- national and global reputation management.

The Division's Scorecard during 2014 was also closely linked with the Registrar's Scorecard, which included:

- the PAIA turnaround time of responses improved from three working days to two working days;
- contract management internal audit report at least 90% compliant;
- the establishment and development of Legal Services focusing on contracts and general litigation matters;
- the establishment of the Office of the Ombud in execution phase for implementation in 2015; and
- the gap analysis for Records Management was completed. Recommendations are to be implemented in 2015.

It should be noted that in some departments a scorecard is not necessarily measurable, but input is provided as cases progress (for example progress in general litigation matters). It should be noted that Corporate Governance exceeded all set targets in 2014.

## **RECORDS MANAGEMENT AT UJ**

### ***Major Accomplishments***

#### **Data migration and conversion module implementation**

The data migration project was completed within the electronic document and records management system (EDRMS). A review of the project indicated that no data loss was experienced, the integrity of the system configurations remained intact, all back-up processes and automation ran as normal and document upload resumed as scheduled.

A conversion module was also added to the EDRMS, which added the functionality to convert documents into TIFF format where necessary. Renewed effort was placed into the automation of solutions in the EDRMS with specific reference to student applications, tenders and human resources (HR).

#### **Enhancement of processes for international applicants**

The refinement of the selections of international applicants improved the selection process.

#### **Human Resources**

The digitising of phase 1 of the HR project was completed. This included making all the permanent and fixed-term contract employees' records available on the EDRMS, thereby ensuring that updated employee files are available on the System. A total of 4 041 employees had records available in the EDRMS. Phase 2 of this project, which involved securing the Employee Relations records, was also initiated and good progress has been made with 80 case files currently at the off-site storage facility for digitising.

#### **Expenditure**

Within the Expenditure Division, an external company reviewed the solutions already implemented and made a few minor recommendations regarding those existing solutions. In-house resources made it possible to give priority attention to the Expenditure Tenders Project. The 2013 tenders were digitised and imported into the EDRMS system.

#### **Paper records**

In collaboration with the off-site storage facility, more than 58 projects were managed and many square meters of space created in offices by disposing of non-critical records.

#### **Gap analysis**

The Records Management Department participated in the gap analysis conducted by records management specialist Paul Mullan. The outcome of this assessment was 90% compliance in departments where records management had been initiated, and 65% overall for the University.

#### **High priority suggestions and risks to mitigate**

The following is recommended in order to ensure ongoing progress with records management:

- an ongoing awareness campaign;
- records management activities should be written into KPIs of management at all levels, who have some responsibility for managing records in their own departments;
- records management responsibilities should be included in the KPIs of all records champions;
- records management should be included in the induction process;
- a decision needs to be taken as to whether some physical records can be destroyed after scanning. This decision needs taken at the Committee level and both legal and business perspectives need to be represented;
- electronic signatures should be explored. The EDRMS provides this functionality, and needs to be explored in conjunction with workflow;
- establish a process for formalising records retention periods in the retention schedule, taking into account legal, business and evidential reasons for the decision;
- all records containing personal information that could be subject to POPI should have firm retention periods; and
- approval sought to destroy electronic records and include in the systematic disposal programme.

It should be noted that change management remains a risk with every roll-out and is time consuming.

## **CONTRACT MANAGEMENT AT UJ**

### ***Key business processes contract management***

Contract management is a top priority to conform to legal requirements and it forms part of the good corporate governance strategy of UJ. According to the Contract Management Policy, all signed contracts must be centrally stored and electronically captured and the hard copies must be stored safely to provide evidence for legal proceedings and support audits with compliance checks. The contracts and management indicated the following:

- 509 new contracts were added to the active contract drawer in 2014; and
- 403 contracts reached the deletion stage and are in the process of being destroyed as they reached the retention period of 10 years. Currently, the contract owners are contacted and destruction takes place after approval from the contract owners.

KPMG executed an audit on research contracts. This will form part of a new roll-out to secure all research contracts in 2015.

## **LEGAL SERVICES**

### ***Key business process legal services***

The Legal Services Unit falls within the ambit of the Director: Corporate Governance, which falls under the portfolio of the Registrar. The Legal Services Unit currently comprises two legal advisors one of whom is appointed to oversee the input and assistance with respect to contracts, and the other to assist with all other matters, including the drafting of policies, furnishing advice and assistance, providing support and managing litigation.

#### **Legal framework**

- The standard operating procedure (SOP) on Legal Services was developed and awaits approval.
- The SOP on contracts and agreements was updated and awaits approval.
- Templates of different legal documents were developed, such as Memorandums of Incorporations.

#### **General legal input**

This Division initialised periodic legal newsletters to inform employees of new legislation pertaining to Higher Education institutions. Legal opinions were drafted. The Division gave input into the compilation of a list of relevant acts impacting on UJ as a Higher Education Institution.

The Community Engagement Project is now in its second year. Once a year an annual wills week is held, which encourages and empowers employees to draw up their wills.

Legal Services gave legal input into 549 contracts during the 2014 reporting year. This Division also assisted UJ holding companies, especially Resolution Circle (Pty) Ltd, with regard to legal advice and contract development. Memorandums of Incorporations were also drawn up.

The risks were noted in the UJ risk register and were reported to the Risk Management Committee.

### ***External dependencies***

Corporate Governance uses the services of legal firms from time to time. Company profiles are available in the office of the Legal Advisor (General). They are also listed as suppliers at the Expenditure Division.

## **CORPORATE GOVERNANCE SUB-DIVISIONS**

### ***Access to Information***

The Policy on the Access to Information and Privacy and the Protection of Personal Information Policy were developed and await approval.

The Manual on Access to information and the Protection of Personal Information manual were updated, but they will only come into effect after signature of the commencement date by the President.

An electronic system to handle PAIA and POPI requests was developed and was implemented in June 2014.

During 2015, all the gaps regarding the protection of personal information will be identified throughout the entire University and a report will be handed over to the MEC for consideration.

The QVS system for the handling of requests for academic transcripts and academic transcript supplements was enhanced to unblock students immediately and to update data to QVS.

The strategic goals of QVS requests were to prioritise urgent requests and deliver good service to alumni.

**Table 85: Total requests received during reporting year 2014**

Requests for information	Requests received 2013	Requests received 2014
Internal requests	496	529
PAIA requests	160	167
QVS requests	3 409	3 481
<b>Total requests received</b>	<b>4 065</b>	<b>4 177</b>

**Table 86: Scorecard**

Access to Information types	Execution	Compliance percentage
UJ academic records	2 working days	98%
TWR and RAU academic records	3 working days	95% in 2013 to 98% in 2014
UJ transcript supplements	20 working days to 18 working days	98% in 2013 to 95% in 2014
TWR and RAU academic transcript supplements	20 working days	*90% in 2013 to 92% in 2014
Extra-curricular records	40 working days	*60% in 2013 to 59% in 2014
Internal requests for information	2 working days	99%
PAIA requests	4 working days	95%

- Old TWR and RAU records, especially transcript supplements remained a risk.
- The requests for access to extra-curricular programmes remained a risk as the faculties found it difficult to access these records. In certain instances, the old TWR and RAU records indicated that records were with other institutions and TWR and RAU were only the certification authorities.
- Quality control remained important to fulfil the needs and expectations of those requesting information.

### **Policy development**

Key business processes of policy development policy grids were updated. Policies were uploaded per year into the EDRMS system, and on the new intranet and the web. Governance documents included, but were not limited to:

- the Policy on Policy Development on the intranet;
- the user guide *Corporate Governance introduces you to the policies of UJ* was distributed via Circulars and emailed to all the UJ employees;
- policies were identified to be posted on Digispace for the students to access; and
- circulars were distributed to the UJ community every quarter.



During this reporting year, 72 policies and governance documents were developed and approved. There are still some high-risk areas within the institution where policies are not updated regularly.

### ***Redrafting of the Academic regulations***

Corporate Governance was responsible for the drafting or re-drafting of the A-regulations. Thereafter, the regulations were edited and language changes were made to comply with the plain language principle in compliance with the Consumer Protection Act (CPA).

### ***Updating of the Senate List***

This is an ongoing function and must be aligned with the membership status of Senate. The risk remained that the information received from HR was not the most recent information. The Senate voters' roll was 98% correct during 2014. Governance of non-academic employees and additional faculty representatives will need to be monitored.

### ***Commissioners of Oaths***

Services were rendered during the registration periods January and February 2014. The risks were mitigated by the appointment of four outsourced Commissioners of Oaths during 2014. The appointment of Commissioners of Oaths will have to be reviewed to comply with the Justices of the Peace and Commissioners of Oaths Act 16 of 1963 (as amended). Training and awareness campaigns were also provided to all Commissioners of Oaths as fraudulent certificates are received on a daily basis.

### ***Nominations and Elections of Statutory Committees***

Nominations and Elections are executed during every reporting year in accordance with provisions of the UJ Institutional Statute and charters of Statutory Committees. In this reporting year 56 nominations, elections and results were executed. The e-Ballot System was tested and implemented during 2014. This improved the membership lists of statutory committees and could handle majority and preferential voting.

This new e-Ballot System supplied a secure, trustworthy system and privacy components. This ensured that voters' rolls were accurate two weeks before an election. Change management would form part of the implementation throughout UJ. The Policy on Nominations and Elections was amended to include electronic voting and subsequent quorum requirements. This Policy is awaiting approval.

## **INITIATIVES OF CORPORATE GOVERNANCE 2014**

### ***KPMG compliance maturity audit***

Corporate Governance was tasked with reviewing the maturity of the UJ Compliance Framework. The primary objective was to assist UJ in assessing and analysing the awareness and maturity of compliance with the following areas as identified by UJ management: HR; research and development; finance; IT; academic administration and governance; safety; health and wellness; and University Secretariat.

The first output, which was to compile a list of all legislation with regard to UJ as a Higher Education institution, was attained. This required departments to understand the regulatory universe by collecting Acts, regulations and codes, which imposed a compliance obligation. There was a requirement to identify existing and emerging legislation relevant to UJ business.

The first report is to be discussed with the Registrar and Mr van Schoor. However, Corporate Governance would like to express its dissatisfaction with the process followed. The divisions were not informed about the importance of this task or that Council and the Risk Management Committee had taken the decision and had given Corporate Governance the mandate to visit the divisions. In some instances, Corporate Governance met with great resistance. This resulted in Corporate Governance having to do the bulk of what was handed over to KPMG.

### ***Gap analysis of records management***

Given the high priority of securing UJ's vital records, a gap analysis was requested in order for the Records Management Department to close gaps where they existed. This enabled Records Management to see compliance gaps and mitigate the risks of records from creation to destruction and archiving of vital records. The report was discussed with the Registrar and was extremely positive. Input of the employees within Records Management was rated at 90% and compliance measured at 65% by stakeholders. The gaps will be closed and risks mitigated during 2015.

### ***POPI roll-out throughout the Institution***

The MEC provided the Corporate Governance Office with a mandate for the full roll-out of the implementation of the Protection of Personal Information (POPI) Act 4 of 2013 within UJ.

The aim of the Act is to regulate the protection of personal information. The Act imposes stringent obligations on UJ pertaining to the collection, storing, processing, sharing, archiving and destruction of personal information and data. This necessitates the training of all UJ employees, implementing an appropriate system and handling of all personal information in a secured manner.

During 2013 and 2014, 65 training sessions on the legislation were presented. The policy framework was developed and the Policy on Privacy and Personal Information was in the approval stage. The faculties and support divisions will be visited during 2015 to identify the gaps and give advice on closing the gaps. The PAIA system was also adapted to handle POPI requests. In this regard, UJ was the first university implementing POPI principles in an HEI. Employees that took the lead in this regard were invited to deliver workshops at 10 HEIs within at institutions and private sector companies such as Metrofile, AVUSA and the Nelson Mandela Children's Foundation.

### ***Issuing of the BBBEE certificate***

The Office of the DVC Finance requested this initiative be executed within the Corporate Governance Division. This project necessitated the compilation of information from different divisions in 2014. The employees attended two training sessions on the old and the new codes. The BBBEE certificate was issued and UJ is a Level 3 contributor.

### ***Implementation of the e-Ballot System for nominations and elections***

The e-Ballot system makes provision for a personalised and branded e-Ballot voting website with the look and feel of our existing website. Voters could now access the nominations and ballots via laptops with a secure number to cast votes or nominate nominees. The Policy on Nomination and Ballot was in approval stage to accommodate electronic voting and quorum requirements.

### ***Development of the Business Continuity Plan within Corporate Governance***

A business continuity plan was compiled. The Business Continuity plan was meant to support recovery of documentation and other items. This plan included a business plan that would enable business to continue and business battle-boxes with vital documents to support recovery, as well as two suitable locations for the battle-boxes, i.e. one onsite and the other offsite as well as a suitable electronic location. Furthermore, the sites where employees were to continue with business had to be secured.

### ***Leadership footprint national and international***

In Legal Services three employees are members of CLASA and the Legal Practitioners' Forum.

A Records Management Department employee was invited to participate in the Global Excellence and Stature in Academic Support and Governance project within one of the faculties.

Elize de Wet is the Chairperson of the ImageNow user group in South Africa and was invited to deliver a paper on compliance maturity within the Records Management system in April 2015. She is also member of the Registrar's Exco, Diversity Forum and the Risk Management Committee as well as the IT steering Committee of UJ.

Various international contracts were authorised for signature by the Corporate Governance Office.

International benchmarking took place at U21 institutions.

## **THE WAY FORWARD**

The following is planned for 2015:

- Senior Records Manager orientation and an introduction to existing records manager clients and processes;
- implementation of the recommendations of the GAP analysis;
- implementation of business continuity as recommended by KPMG;
- the awareness campaign with regard to records management throughout the University is to be strategized;
- specific areas within Records Management are to be finalised, i.e. the file plan and the classification of records in accordance with PAIA/POPI;
- discussions for new processes within Corporate Governance as well as a review of existing processes for improvements to be initiated;
- training of new Tenders Office employees on the existing EDRMS tenders process;
- the Expenditure-Tenders in the EDRMS system is to go live;
- implementation of the EDRMS solution refinements within Expenditure-Procurement, Expenditure-Stores and Expenditure-Accounts Payable as per recommendations from OrangeNow;
- training of the entire Expenditure Department on the Expenditure EDRMS solution once all refinements have been completed;
- importation of HR inactive employee files and Employee Relations files into the EDRMS;
- importation of the Expenditure-Tenders documents for 2013 into the EDRMS; and
- implementation of the EDRMS solution for Records Management within external holding companies.

## **ENVIRONMENTAL SUSTAINABILITY**

The Division is moving to a complete paperless environment. We have implemented the following:

- legal input into contracts are supplied electronically and managed within the EDRMS system;
- all correspondence with contract owners is done electronically. Although the majority of correspondence and documentation is exchanged electronically, some documents still have to be printed for litigation or contract management purposes;
- In an attempt to reduce paper consumption, the Legal Advisor (General) implemented the use of electronic virtual file software named Ghost Practice;
- an electronic voting system implemented in order to limit paper nominations and ballots;
- in compliance with the Promotion of Access to Information Act, the UJPAIA system was implemented and was adapted to handle protection of personal information requests as well. These systems will make reporting to the Human Rights Commission paperless; and
- Service Manager and Survey Monkey were implemented to measure service delivery and turnaround times in the Division. This also informs the Corporate Governance Scorecard.



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Registrar

# ACADEMIC ADMINISTRATION

## **OPERATING CONTEXT AND GOVERNANCE**

Academic administration refers to the management and governance of the academic lifecycle of the student, from application to graduation. Academic administration operates to enable The University of Johannesburg's fitness for purpose, and to provide support to the University's primary academic strategic objectives. The current student data system is Integrator 1 from Adapt IT (previously ITS).

The institutional Academic Administration Coordination Committee (chaired by the Registrar) oversees the governance of Academic Administration and meets regularly. The following other specialised committees are also operational: Admission Committee, Registration Committee, Timetable Committee and Graduation Committee, all of which are chaired by the Registrar. In addition to this, various specialised operational committees exist within Academic Administration to attend to specific operational matters.

The Director: (Central) Academic Administration (CAA) 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 annual external student data audit is submitted to the Department of Higher Education and Training (DHET) via the Registrar's Office. Academic Administration governance is divided into the following units: Faculty Coordination, including Academic Structure; HEMIS Coordination, Registration Logistics, Student Enrolment Centre, and Timetabling and Graduations. The following governance committees report to the Senate Executive Committee (Senex): Admission Committee, Academic Administration Coordination Committee, Registration Committee, Timetable Committee and Graduation Committee. Each committee operates in accordance with the relevant charter approved by Senex.

## **RISKS AND MANAGEMENT OF RISKS**

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 academic life cycle-based institutional committees reflected above in the overview. Academic administration risks with a possible threat to sustainability in order of impact and importance are listed below. The impact on the institution and the effectiveness of the mitigation strategies are reviewed on an annual basis.

### ***Disruption of student/academic registration due to student unrest***

Student unrest occurred in January 2014 during the academic registration period. The unrest was related to financial exclusions due to insufficient NSFAS funding. Normal onsite registration was impossible as protesting students blocked registration venues. Students queuing for registration were advised to register online from

home or office. Students with no access to offsite online registration were accommodated the following day and the backlog was eliminated by extending the registration hours. After discussions between the MEC and student leadership failed, the Public Protection Unit was deployed on campus from the second registration day onwards and protesting students were allowed to protest outside the registration area. No further disruption of the registration process occurred.

Arrangements to mitigate possible disruption of the 2015 registration were made with Campus Protection Services and the UJ Events Manager. The SRC will be informed about the NSFAS availability and the financial assistance provided by the University.

### ***DFC Campus upgrade and consolidation: venue readiness for teaching***

A new DFC lecturing timetable was developed to provide for the new DFC teaching venue configuration and the Faculty of Health Sciences consolidation. For this purpose newly acquired timetable optimisation software (Celcat) was utilised. An effective rate of 85% of modules was reached. The remaining 15% of modules was scheduled manually. All heads of departments (HODs) concerned signed off on the new lecturing timetable.

Unforeseen operational difficulties resulted in numerous delays in the completion of the project and the readiness of venues for teaching, with subsequent implications for the lecturing timetable. Intervention strategies were implemented in the operational environment to expedite the project. The incomplete venues were declared an institutional risk. Short-term alternative arrangements regarding timetabling were instituted and progress in mitigating the risk was monitored by the Audit and Risk Committee.

Notwithstanding all the efforts to expedite the upgrade of the DFC campus, including the provision of additional lecturing venues in the Perskor building, the lecture venues were only completed in March 2014. Arrangements were made with the management of Ellis Park Stadium to utilise their conference venues as temporary lecture venues. Transport between the DFC campus and Ellis Park was provided to students. Venue changes were communicated to lecturers and students via email and SMS. Disruption of classes was minimal but the costs in terms of venue hiring and transport of students implied unplanned expenses and came at a high cost to the University. The time lost due to travelling between DFC and Ellis Park impacted on teaching time.

### ***Large number of late applications/walk-ins***

The University of Johannesburg (UJ) has a legacy practice of late applications/walk-ins at all campuses during the days following the release of the Grade 12 results in January. To mitigate the risks related to late applications/walk-ins the University decided not to allow any physical walk-ins.

To further mitigate the risk of walk-ins a comprehensive communication campaign was launched to inform prospective applicants of the application deadlines and to inform them that no walk-ins would be allowed on any campus in January.

For this purpose the, **CLEAR** campaign (**C**hoose, **L**earn, **E**arn, **A**pply and **R**egister) was developed. Furthermore, a dedicated application enquiry system, accessible via mobile devices with internet connection, was developed for late enquiries/applications. Applicants without internet access can access information via an extended call centre.

Immediately after the release of the NSC results, UJ calculates the final admission status of first and second choice applications as well as declined applicants whose Grade 12 results had improved. All category applicants were informed via SMS of their final admission status. These statuses were also available on the UJ Homepage. All four UJ campuses were closed during the period 6 to 10 January 2014 and only card carrying students were allowed on campus for special assessment sessions.

### ***Late publication or incorrect assessment marks due to the implementation of MAMS***

The Management of Assessment Marks System (MAMS) was developed in response to the need for real time student performance information for the early identification of at-risk students through the Safenet project.

The current Excel program only makes provision for a download of the assessment marks at the end of each semester. MAMS will create a central repository where marks will be accessible to Safenet as they become available during the course of the semester/year. MAMS also adds value to the management of marks as the following examples illustrate:

- HoD, programme manager and module coordinator have access to test results during the semester for early identification of problems in a specific module or on a specific campus;
- different lecturers on the same module are able to see the rest of the results and can benchmark their results against the rest of the group; and
- the overall performance of a student in all modules is available to ensure appropriate and timely academic support interventions.

### ***Phased approach to mitigate implementation risks***

After the testing of the system by a pilot group and sign-off by the internal auditors (KPMG) approximately 500 academics and support staff were trained and the system was implemented in July 2014 for second semester modules. The delays due to minor program errors were minimal and results were published before the target dates. The second phase of implementation will start in January 2015 for all first semester and year modules. Training will again be provided for academics and support staff in January and February 2015. The old class list programme will be deactivated after the special assessments at the end of January 2015.

### ***Inability to find a workable timetable for APK***

The combination of too many module choices and limited lecturing venues had created numerous clashes on compulsory modules and non-compliance with the UJ Teaching and Learning Strategy. Less than 60% of modules complied with the required three formal contact sessions per week, creating a reputational and sustainability risk for the University. This was the case even though undergraduate lectures were scheduled to run until 18:45.

To mitigate the risk an existing partially underutilised 1 000-seater assessment venue (D Lab Cellar) was re-equipped as a lecture venue. The MEC furthermore approved a budget for the construction of two new large (750 seats each) lecturing venues during 2014. In the short term, departments can schedule ad hoc catch-up extended lectures in alternative venues/time slots.

Dr L Stoop developed a new validation to test the lecturing footprint of each module/qualification in collaboration with IDSC. The number of electives was subsequently reduced for new intakes from 2014 for first year modules and will be continued for second year modules in 2015 and third year modules in 2016.

New timetable optimisation software (Celcat) was acquired and piloted with the new DFC lecturing timetables. Lessons learned from the APB and DFC experiences will be applied during the APK re-optimisation process. These new electronic validations will support the drive to curtail the number of electives and to monitor the lecturing footprint of each module/qualification. This approach, as well as efforts to de-clutter the timetable by means of separate module codes for some modules offered in more than one faculty, will pave the way for a newly optimised APK lecturing timetable.

### ***Non-subsidised offerings: insufficient quality management***

All existing continuing education programmes (short learning programmes and whole programmes) were quality reviewed internally and submitted to Senate for approval. Whole programmes were submitted to the CHE for quality assessment and approval. From 2015 compliance with legal admission requirements will also be tested for whole programmes via the HEDA system. Certification will be subjected to the capturing of the programme and student data on ITS.

### ***Unauthorised changing of module marks***

All mark changes after the publication of marks are monitored by means of the HEDA system and the authentication of these changes is manually verified.

The Register of Employees with a Conflict of Interest Regarding UJ Assessment Duties (family members registered to study at UJ) was compiled and applicable internal controls were instituted to mitigate risks related to assessment marks on the student data system.

## **STRATEGIC FOCUS AND TARGETS**

### **2014 realisation of goals and targets**

#### **Enhancement of online applications system to cater for no fee and no documentation for applicants in Grade 12**

To encourage online applications the MEC approved that no application fee would apply for online applications and a fee of R200 would apply for paper applications. To further streamline the process no documentary proof for the Grade 11 results was to be enforced.

Electronic Grade 12 results were utilised for the final selection of applicants. The Admission Rating System (ARS) was utilised for the electronic selection of applicants from 1 April 2014. The no fee policy had the desired effect and 80% of applications were submitted online. More than 230 000 applications were received.

The electronic selection of applicants drastically improved the turnaround time for undergraduate applicants. Postgraduate applicants and international applicants remain a concern although some improvements regarding turnaround time were realised.

A sample of applicants was requested to submit their Grade 11 results for verification purposes. No obvious malicious deviations were found and most deviations were due to applicants capturing percentages instead of marks. An automated selection process will be developed for the online system on Integrator 3 scheduled for March 2015. The electronic selection of international students by means of the conversion of school certificate results and the electronic selection for honours and taught master-degrees is also being considered.

#### **Optimisation of APK lecturing timetable for 2016**

To enable the re-optimisation of the APK lecturing timetable the number of electives and the footprint of each module/qualification need to be curtailed. In 2014, the number of first year modules was decreased, and in 2015 the number of second year electives. In 2016 the number of third year electives will by implication also decrease. A HEDA validation was developed to monitor compliance with the predetermined lecturing timetable footprint per module/qualification.

#### **Re-optimisation of APB lecturing timetable**

The APB lecturing timetable was successfully re-optimised and standardised on the 45-minute lecture duration, for implementation from 2015. This timetable will be reviewed after four years.

#### **Optimisation of assessment timetable for the period 2015 to 2017**

The optimisation of the assessment timetable for the period 2015 to 2017 was postponed to 2016 when a program error was discovered in the Celcat Software in September 2014. The existing timetable will be utilised in 2015 with some minor adjustments. The program error was corrected and the optimisation of the assessment timetable for the period 2016 to 2018 will be reactivated in 2015.

#### **Implementation of MAMS in the second semester of 2014**

The MAMS system was successfully implemented for second semester modules in June 2014 after testing was completed and the internal auditors (KPMG) signed off the system. A number of system errors were experienced after implementation but these were immediately fixed and assessment results were released on time. The system was to be implemented for first semester and year modules in January 2015. The old class list system will be deactivated in January 2015 after completion of the special assessments.

### **Preparation for Integrator 3 upgrade in the second semester 2014 (for implementation in March 2015)**

Approximately 400 local software programs were reviewed and almost all programs were converted to Integrator 3. The converted programs were verified and signed off. The integrated testing of Integrator 3 programs took place and this was signed off by the end of November 2014. The external auditors (PricewaterhouseCoopers) were involved in the preparation phase and submitted their pre- and post-upgrade data verification requests. All preparations for the upgrade are on track.

### **Implement governance and systems control to improve non-subsidised data quality**

All existing continuing education programmes (short learning programmes and whole programmes) were quality reviewed internally and submitted to Senate for approval. Whole programmes were submitted to the CHE for quality assessment and approval. From 2015, compliance with legal admission requirements will also be tested for whole programmes via the HEDA system. Certification will be subjected to the capturing of the programme and student data on ITS.

### **Investigate a sustainable alternative process to replace the current unsustainable process of sick notes which are open to fraud**

The problems experienced with fraudulent sick notes prompted UJ to look at alternative assessment models. Benchmarking indicated that North West University and the University of Stellenbosch are utilising the two assessment opportunity model. Both these universities were visited to obtain a detailed understanding of the functionalities of this model.

In accordance with this alternative, two assessment opportunities are scheduled and no supplementary assessment sessions. Opportunity one is similar to the current 17-day assessment opportunity, for example June and November with a second shorter 10-day assessment opportunity similar to the July/December setup.

These proposals are for possible implementation in 2016/2017 and will be discussed with all stakeholders during 2015.

### **Enhancement of certification security measures**

Fraudulent higher education documents or fake degrees and diplomas, are not only on the increase locally, but across the world. UJ, recognising the need to increase its security features on certificate paper, partnered with an international secure certification solutions company, Advanced Secure Technologies, which specialises in overt and covert certificate security features, to enhance the University's certificate paper. The aim was to prevent fraudulent alterations, certificate fraud, and assist in stopping counterfeiting.

Educational achievement and its accompanying evidence are used to ensure access to employment. Some individuals pursue unlawful avenues to obtain a qualification. It is, therefore, not surprising that fake qualifications have become a sought-after commodity, regardless of whether they have been earned or not. UJ's new advanced certificate paper will make the assessing of qualification authenticity easier.

The new advanced certificate paper incorporates cutting-edge security features such as visible deterrents that are almost impossible to replicate. The unique key features, as recommended by international document security standards, are fused into UJ's certificate paper, which students will receive upon graduating.

The key features incorporated into the new UJ certificate are:

- unique, controlled paper supply that has a genuine watermark for added security;
- a holographic visual deterrent giving extra protection from dishonest forging;
- UJ branded overprint of the hologram giving extra protection from illegal counterfeiting;
- individual numbering system for each certificate for auditing and verification;
- a heat reactive spot for instant certificate authentication;
- micro text security border;
- micro-numismatic invisible, ultra violet, anti-tampering technology similar to banknote-level security.



UJ's new advanced security certificates will not only protect the University's certificates from fraud but also preserve the reputation of the institution and the integrity of its qualifications

The implementation of these enhancements was postponed to 2015 due to budget constraints imposed by the rand/dollar exchange rate.

Comprehensive review of the Student System (Integrator 3) Academic Structure data quality following the new HEQSF alignment.

The following student data elements were reviewed in 2014 to verify and maintain excellent data quality:

- HEQSF qualification type and course level;
- NQF module credits;
- compliance with HEQSF regarding minimum total credits and minimum credits at a prescribed level;
- HEQSF aligned qualification including SAQA numbers;
- assess requests from HFAs to mark HEDA exceptions "as not an error";
- update CESMs on Education and Humanities modules and align major areas on qualification and major subject on curriculum; and
- updating of SAQA numbers on the academic structure.

### **2015 onwards: goals and targets**

The Academic Administration strategic objectives were aligned with the following strategic institutional objectives:

**Strategic Objective One** – Excellence in Research and Innovation (excellent student experience and support).

**Strategic Objective Two** – Excellence in Teaching and Learning.

**Strategic Objective Three** – An International Profile for Global Excellence and Stature (an enriching international experience in a supportive environment; effective administrative systems).

**Strategic Objective Six** – Fitness for Global Excellence and Stature (world class infrastructure and systems and good governance).

### **The Strategic Objectives from 2015 per Academic Administration lifecycle process are as follows:**

#### **Student system**

- Implementation of Integrator 3 of Adapt IT.

#### **Applications/SEC**

- A selection turnaround time of 15 days including postgraduate and international selections.
- Enhancement of online application system for automated pre-selection of applicants.
- Electronic verification of ID documents.
- Implementation of a reservation fee for successful candidates (pilot project).
- Issuing of approximately 70 000 new access cards (for staff, students (subsidised and non-subsidised SLPs and contractors).
- Implementation of automated selection of undergraduate international applicants.
- Centralised electronic selection of honours and taught master's degrees students (pilot project).
- Application satisfaction of 80%.

#### **Registration**

- Development of online registration for mobile devices.
- Student satisfaction rate of 85% for registration.

#### **Timetables**

- Re-optimisation of SWC lecturing timetable.
- Re-optimisation of assessment timetable for the period 2016 to 2018.
- Implementation of two assessment sessions (if approved by Senate).
- Investigate the publication of honours and taught master's lectures and assessments in centralised timetable.
- Preparation for the implementation of Roombooker in 2016.
- Full implementation of Dynamic e-forms (ImageNow for UTC).

### **Assessment**

- Implementation of MAMS for first semester and year modules.
- Implementation of biometric scanning of students in assessment venues on all campuses to verify at least 10% of tests and exams.
- Implementation of surveillance cameras in large assessments venues (GO1 and GO2, B Les 100 and B Les 101).
- Development and implementation of electronic workflow for external invigilator claims.

### **Graduation**

- Implementation of new security features for certificates.
- Student satisfaction rate of 93% for graduation.
- Broadcasting of graduation ceremonies.
- Prepare for publication of graduation programmes on the UJ Web (implementation subject to budget).
- Prepare for automated verification of UJ qualifications (implementation subject to budget).
- Prepare for secured printing of academic records (implementation subject to budget).

### **Student data quality**

- Statutory credit review.
- Honours and master's degree module levels (research/tutored) 2015 – 2016.
- Master's degree research time on qualification 2015 – 2016.
- Student data quality (no more than 70 fatal HEMIS errors).
- Automation of postdoctoral database.

### **Academic Administration Training**

- MAMS training for academics for first semester and year modules.
- Training of Academic Administration staff on Integrator 3.
- Alignment of Academic Administration training manuals for Integrator 3.
- Implementation of electronic training assessment (Blackboard) for Academic Administration staff.

## ***Assessment of Academic Administration Nationally***

### **Applications**

The Integrator online application system of Adapt IT was further enhanced to provide for the no fee and no documentation policy. This improved the efficiency of the system and supported approximately 200 000 applications. This was a first in South Africa and efficiency was improved without sacrificing the integrity of data.

A sample of applicants was requested to submit their Grade 11 results for verification purposes. No integrity issues were identified. Final selections were done on the final Grade 12 results. The policy on no application fee for online applications was effective in the sense that the percentage online applications increased from 20 to 80 percent. An application fee of R200 was, however, levied on paper applications.

### **Electronic selections**

The development of the Applicant Rating System (ARS) for the electronic final selection of applicants with the use of electronic Grade 12 results is a first for SA and is currently the best system of its type in the country. The ARS, combined with the Electronic Application Inquiry System for late application enquiries, was developed to mitigate walk-ins.

The ability of these systems to perform a final selection of more than 200 000 applications within two days of the publication of Grade 12 results is remarkable. Applicants were informed via email of their final application status. This system was furthermore utilised for the provisional selection of applicants during the application cycle. Bulk automated provisional selections were done at least once per week.

### **Registration**

UJ is leading the online registration movement in South Africa. The enhancement undertaken by UJ to the online registration system, is well ahead of other universities not only nationally, but internationally. It has improved

governance in terms of admission requirements, documentation and legal compliance and lately also lecturing time class groups.

### **Student data quality**

In excess of 400 electronic data validations are available via the Higher Education Data Analyser (HEDA) to support Academic Administration in validating the data quality of students. Data quality is a reputation and credibility risk and eventually determines the subsidy claim of the University. Feedback from the University's external auditors (responsible for the audit of the HEMIS/subsidy claim of UJ) and DHET confirms that the data quality of UJ is one of the best in South Africa.

### **Timetabling**

UJ experienced major challenges due to the complexity of its academic programmes, the comprehensive nature of the programmes offered and because of the demand on venues. The procurement of the Celcat software and the initiative to re-optimize the APK lecturing timetable will address some of the problems experienced with timetabling. Celcat is an UK based service provider with over 400 clients worldwide. UJ will benefit from Celcat's international exposure. The fact that Adapt IT is the official supplier of Celcat in Sub-Saharan Africa will simplify the interfacing between Celcat optimisation software and the UJ student database.

The lecturing timetables of DFC (2013) and APB (2014) were successfully re-optimized by means of the Celcat software. The re-optimisation of the assessment timetables for the period 2015 – 2017 was, however, postponed by one year due to a Celcat software error. In the meantime, the software error has been fixed and the re-optimisation of the assessment timetable will again be attempted in 2015 for the period 2016 – 2018.

### **Assessments**

The UJ assessment processes and procedures lead the way nationally. This was confirmed during the national annual assessment conference/benchmarking opportunity (EXAF). CAA regularly presents papers at this conference. The Management of Assessment Mark System (MAMS) which was a joint project between CAA and ICS was successfully implemented in the second semester of 2014 for second semester modules. Implementation of MAMS for first semester and year modules is scheduled for the first semester of 2015. This system has improved the governance and provided increased functionality to deal with the early identification of at-risk students. TUT has indicated that they are interested in procuring the system as soon as it is tested and stable.

### **Certification**

UJ has implemented additional security arrangements during the past five years and is rated among the best in South Africa in this regard. This is confirmed by the annual external audit by means of the "zero exceptions" report. The process is also verified regularly by the internal auditors. CAA regularly presents papers at the national annual assessment conference (EXAF). UJ will shortly implement the latest international certification security measures.

### **Graduation**

Based on benchmarking with other universities UJ graduation ceremonies are rated as among the best nationally. This is supported by UJ's annual student satisfaction survey at graduations with a 92% student satisfaction rate.

### **Student system service providers**

Currently only two system service providers, Adapt IT (Integrator) and Oracle (People Soft), are active in South Africa. UJ is utilising Adapt IT and has requested substantial student system enhancements/customisation to meet the compliance and governance needs of the University. Adapt IT complies with approximately 80% of the current UJ administrative needs. This has resulted in the development of more than 400 local/customised software programmes, increased monthly maintenance costs and difficulties in upgrading to newer versions. Adapt IT is a SA-based company with more than 50 clients in South Africa, Africa, Bolivia, Ireland, Scotland and New Zealand. However, most leading universities in South Africa utilise Oracle. Benchmarking with People Soft users nationally and internationally indicates that Oracle is currently not able to provide the same level of functionality in terms of user friendliness and compliance requirements as provided by Adapt IT.

Adapt IT Tertiary Software, Adapt IT Abacus and their holding company Adapt IT Holdings, have been majority owned by the JSE-listed Adapt IT Holdings Limited since 1 July 2009. On 1 January 2011 the remainder of the shareholding was sold and Adapt ITS became a 100% owned subsidiary of Adapt IT. In order to simplify the group structure, improve operating efficiencies and leverage the Adapt IT brand across industry sectors, this process was completed by amalgamating these companies together with other group subsidiaries into a single operating entity, i.e. Adapt IT (Pty) Ltd.

UJ is to implement Integrator version 3 of Adapt IT from the end of March 2015. This version should meet the software needs of the University for the next three years. The development of the Quali student system is being awaited and will be assessed by UJ as soon as it becomes available as a potential alternative to existing systems. UJ will constantly monitor the situation to ensure that the best possible student system is utilised by UJ.

#### **Analysis of UJ's excellence in academic support**

Based on the criteria for support excellence, a questionnaire was compiled to measure UJ's excellence in academic support by means of a self-evaluation survey. No fewer than 81 faculty officers/senior faculty officers, heads of faculty administration, and central academic administration employees were requested to participate in the survey. A participation rate of 60% was realised. Answers to questions related to sufficient staffing, time to fulfil responsibilities, consultation with students and communication were slightly negative, and need to be addressed. On the other hand, responses on questions related to demarcation of responsibilities, training and technology provision were strongly positive. More needs to be done to ensure that employees on all levels have a clear understanding of the goals and targets of the University. The need for efficiency should be balanced with the need for a service-orientation.

Academic Administration can say with confidence that all life cycle processes were performed and completed with considerable success during 2014.



**Kinta Burger (Prof.)**

Registrar

# CENTRAL ADMINISTRATION

Central Administration reports to the Registrar and is comprised of the following units:

- Director's Office
- Graphic Design Studio
- Language Unit
- Postal Services Unit
- Study Material Unit
- University Secretariat

Central Administration aims to provide an excellent support service by creating a welcoming and caring environment with a strong service orientation for staff, students and visitors. With this in mind, the different units within central administration strive for alignment with the following UJ strategic objectives:

- Fitness for Global Excellence and Stature;
- national and global reputation management;
- excellent student experience and support.

The different sub-sections within the directorate have performed admirably and have provided excellent service with regard to committee administration, the collection and distribution of post, the supply of learning material to learners, support to employees in the design and preparation of graphic material, ensuring the efficient use of the Madibeng conference venues and the provision of language services for staff and students by the Language Unit.

The University Secretariat is functioning exceptionally well and is considered a trendsetter in the country regarding committee administration. It has been rated 10 on a 10-point scale by the various statutory committees it services.

The University Secretariat serviced 127 statutory committees in 2014. Committee-specific induction packs for new members and permanent invitees of Council and Council committees, Senate and Senate committees and MEC and MEC committees were provided to new members.

The packs provided members with the following:

- overview of the committee;
- functions of the committee;
- composition of the committee;
- charter for the committee;
- guidelines for effective meetings;
- officers of the committee (Chairperson and Secretariat);
- minutes of the last four meetings of the committee;
- meetings schedule for the year;
- relevant policies (where applicable).

Positive feedback was received about the packs from all the parties concerned. The University Secretariat also provides agenda packs to the University of Johannesburg (UJ) Archives in electronic format (CD), as opposed to the hard copies which are bound in book format.

As leaders in the field of committee administration in South Africa, a number of our peer departments have engaged with us on processes and procedures. Further benchmarking will be undertaken with leading peer institutions, specifically in Universitas21, in order to identify possible areas of improvement. Going forward, our aim will be to improve the security of electronic agenda packs in consultation with relevant staff of UJ, as well as enhance our presence by creating a dedicated website on the UJ website.

The Graphic Design Studio, the in-house design studio of the University, is doing very good work and working at capacity. In 2014, they completed 627 projects and designed 5 516 items including brochures, magazines, cover pages, advertisements, conference posters, flyers etc. This took 3 276 hours and represented a saving of R2 781 840 if the work had been outsourced.

The Postal Services Unit, too, has performed well. A total of R1 100 821 was spent on mail in 2014, while R27 132 was handled in the form of incoming registration fees etc. Bulk mail to the value of R314 478 was also handled and courier services to the value of R1 594 938 processed.

The Study Material Unit plays an important role in the support of the academic project of the University in the sense that learning material is reproduced by means of a tender process, which generates meaningful financial saving for the University. Interactive CDs, textbooks and learning guides were distributed to students on registration which meant that students could commence their studies from day one.

The University's decision on the role-out of tablets/notebooks to all undergraduate students within four years, will impact on the role of the Study Material Unit as the printing and distribution of hard copies will decrease as material is made available electronically. The effect on the employees of the unit will be monitored and staff will be deployed within other sections of the portfolio where possible.

The Language Unit continues to play an important role in supporting UJ in its implementation of the quadrilingual language policy and in the general transformation of the University. This it achieves through internal and external collaboration, language development projects, and the language awareness and languages services it offers to both staff and students. A highlight was the launch of the 2014 Language Awareness Campaign which coincided with the International Mother Language Day Celebration held on 21 and 24 February 2014. The day focused on the Quadrilingual Language Unit website and blog; totemic praise performance and reading competition (Bopanang Primary and Orlando West Primary); and the PanSALB roundtable discussion.

The Director's office ensures the efficient and effective use of the different Madibeng conference venues which resulted in the optimum utilisation of these venues. Improved sign-posting made it much easier for visitors to Madibeng to find their way to the relevant venues. The Director's Office also played a significant role in the 55 graduation ceremonies which saw 1 1667 students receiving their qualifications.

In all, the sub-sections within the Directorate have performed admirably and have provided excellent service to students and staff.



**Kinta Burger (Prof.)**

Registrar

# HEALTH AND WELLNESS

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

### ***Organisational design***

The Health and Wellness Unit within the Registrar's portfolio is home to the Occupational Health Practice (OHP), Primary Healthcare Service (PHC) and the Institutional Office for HIV and AIDS (IOHA), which jointly address all aspects of health and selected wellness programmes on campus. (While the Wellness Portfolio in the Division of Human Resources; and PsyCaD, located in the Division of Academic Development and Support, also contribute to staff and student wellness, the work of these units is reported separately by those divisions.)

The activities of these three units are governed in accordance with the regulatory framework, the national departments of Health, Labour and Energy and associated structures and in institutional alignment with the University of Johannesburg's Strategic Plan 2025.

OHP deals primarily with employees, PHC and IOHA primarily with students (often in close collaboration with PsyCaD). All three units are represented on all four campuses, with OHP and PHC being accommodated together in the Campus Health Service sites on each campus and IOHA being accommodated separately.

### ***Alignment of Health and Wellness Unit with UJ Strategic Objectives 2025***

The Health and Wellness Unit aligns its work with the UJ Strategic Objectives highlighted below.

**Objective Four:** An Enriching Student Friendly Learning and Living Experience.

The Unit aims to fulfil this objective through the following:

- the delivery of a professional, efficient and effective client and office-related service;
- the prevention and reduction of new HIV infections by creating an enabling environment at a behavioural, biomedical and social level;
- the provision of appropriate resources and referrals for support of people infected and affected by HIV;
- the ongoing assessment of occupational health risks associated with teaching and learning, for instance in laboratories;
- the regular auditing of food providers on campus to ensure compliance with food hygiene markers;
- the provision of excellent emergency medical services; and
- excellence in primary health care in accordance with National Department of Health (NDoH) standards.

Equivalence and equality of services is achieved through:

- the running of similar programmes/services at all campuses; and
- the devising of strategies to implement tailor-made programmes on each of the campuses.

**Objective Five:** National and Global Reputation Management: The identification of UJ with relevant, accessible and excellent higher education.

The Unit seeks to meet this objective through:

- stringent risk identification and mitigation thereof through the medical management of patients, hence reducing the risk of injury to patients;
- a welcoming, caring and service orientated occupational health practice;
- the positioning of IOHA among its internal and external stakeholders by means of a comprehensive internal and external brand campaign relating to HIV and AIDS using strategic and innovative methods of communication;
- sustained excellence and trendsetting in HIV and AIDS governance; and
- the empowering of UJ students and communities through the provision of quality and updated HIV related information with the aim of becoming active agents of change both within and outside of the University context.

**Objective Six:** Fitness for Global Excellence and Stature.

This objective is met through:

- striving and living up to the UJ values;
- excellence in professional practice and governance in accordance with the regulatory context and charters;
- ensuring UJ's compliance to standards in health risk assessment, food safety, health surveillance, travel health and event medical risk management;
- interaction and sharing information with peers nationally and within the U-21 group thereby improving UJ's stature; and
- good governance in relation to human and financial resources to ensure sustainability of services, while taking care of the environment locally and globally.

It should be noted that Occupational Health also contributes to Objectives One and Three.

### ***Committee structures and governance***

Strategic planning and accountability in the Health and Wellness domain is supported by a number of committees including: the MEC HIV and AIDS Committee; the MEC Risk Management Committee; the Occupational Health Committee; the Primary Health Care Committee; the Risky Student Behaviour Committee. Heads report to the Registrar and are members or permanent invitees of, and contribute to, relevant committees.

A key committee is the MEC HIV/AIDS Committee, which fulfils a coordination role in accordance with HESA HEAIDS Strategy 2012 and functions within the legal and management framework of UJ.

The University's programme is discussed at the HIV/AIDS Committee meetings and is in accordance with the UJ Strategic plan for HIV and AIDS, STIs and TB (2012-2016). It has the following responsibilities:

- leadership commitment and reporting;
- the HIV Workplace Programme;
- prevention, care and support;
- curriculum integration, research and community engagement; and
- corporate marketing and communication.

The Primary Health Care Committee is convened by the PHC manager. It includes members from PsyCaD, UJ Sports, Protection Services and Student Affairs. The Committee meets on a quarterly basis and aims to strengthen the HIV/AIDS programme in the PHC realm and to facilitate implementation of the health and wellness programmes at UJ.

## **OCCUPATIONAL HEALTH PRACTICE**

### ***Governance structures***

In 2005, an application under section 38A of the Nursing Act 50 of 1978 was submitted to the Department of Health (DOH) for a clinic permit. This was granted and UJ was designated by the Director-General as "an



organisation performing a health service". The Occupational Medicine Practitioner (OMP), in accordance with the designation, authorises Occupational Health nursing practitioners (OHNPs) to:

*Perform a service within an organisation with reference to physical examination of any person, diagnosing any physical defect, illness or deficiency in any person, and keeping of prescribed medicines and the supply, administering or prescribing thereof on the prescribed conditions.*

In order to fill this role professional nurses hold dispensing licences. Medication is procured on this basis and stored in accordance with licensing requirements.

The regulatory framework further governs nursing qualifications and registrations and includes scopes of practice, codes of good practice and SA national standards (such as on Spirometry, Audiometry, noise pollution and event medical risk management). Membership of professional bodies is closely observed to ensure professional accountability and compliance with codes of competence and ethics. The international legal-ethical framework is also adhered to.

The OHNPs, the Occupational Medicine Practitioner, the Radiation Protection Officer and the administrative staff report to the Head: Occupational Health Practice. In turn, the head of department (HOD) reports to the Registrar. The strategic and operational core is at APK. From here clinicians at each campus are guided and enabled to attain campus equivalence and improve accessibility. The structure, through the Occupational Health Committee, provides for institutional accountability.

The RPO is a radiation expert (physicist) and assumes responsibility for acquisition, waste disposal and monitoring of radio-active sources/practices. The RPO is a legal appointment falling under the Department of Energy when any institution imports, acquires and possesses nuclear material or radiation equipment. Applications to the Department of Health to use radio-active nuclides for research at UJ are facilitated by the RPO, as are any imports of such equipment or sources. This practice conducts the required radiation medicals to register radiation workers, periodic assessments and continuous monitoring of exposure with the Department of Health. Radiation incidents and investigations are managed jointly.

### **Services offered by OHP**

The seven focus areas of the portfolio are as follows:

- Health risk assessment
- Medical surveillance
- Food safety monitoring
- Executive Resilience Programme
- Event medical risk assessment and resource allocation
- Medical response to disaster
- Travel health governance

### **Achievements during 2014**

#### **Risks and interventions to mitigate risk**

Legal compliance and risk control aligned to the seven focus areas. Our annual audit plan for health risk, given legal prescription and prevailing hazards, contained 19 units of work. Completions included four rounds of food hygiene audits, a comprehensive health risk assessment of the new FHS facilities at DFC, occupational hygiene surveys of FADA and FS, and an inspection on indoor air quality breaches at all campuses, with all units completed as planned.

Emerging/new risk prompts *additional* health risk assessments. Therefore a further 44 assessments were conducted to ensure all risk receives early assessment and mitigation treatment.

Health risk mitigatory initiatives include pro-active assessment of environments for health risk, early advisories on developing risk, consulting subject matter experts and site visits. Numerous health risk assessments were carried

out on all campuses while additional health risk audits were outsourced. It was found that poor ventilation, natural and artificial, was the most frequently reported health risk issue to the Practice, with poor ergonomics a close second.

In mid-2014, KPMG conducted an internal audit of the Occupational Health Practice. An overall rating of *good* was assigned and *effectivity* was found across the seven focus areas of the portfolio.

### **Medical surveillance**

An approved health surveillance matrix, endorsed by the occupational medicine practitioner, Dr van Zyl, guides the scope and defines the nature of medical screening for groups at risk of shared exposure at work. On three of four campuses, the scorecard target for surveillance was fully realised; only on APK was just 73% of the target realised.

Periodic medicals are conducted on at-risk groups and these are guided by the Health Surveillance Matrix. An external service provider is periodically appointed to conduct large groups of medicals on site where required. Examination types and tests included occupational healthcare, injuries and emergencies, primary healthcare and ill health retirement, and incapacity assessments. In all there were 1 508 consultations.

### **Food safety auditing**

Four rounds of food safety auditing of the practices of food service providers on UJ premises were conducted by food safety auditors in February, June, September and November of 2014. UJ scored an annual average of 91% against HACCP criteria\* (internationally accepted norm), a consistent performance exceeding the minimum criterion of 85% for the past three years.

### **Event medical risk management**

The Occupational Health Practice has, by virtue of need and legal prescription, adopted the role of medical mediator for official academic and cultural events at UJ. Each event reported to the Head OHP by an event organiser, is analysed for its medical risk. In line with contractual provision by Netcare 911, a request for medical assistance on site or a notification is issued, depending on level of risk involved. Medical response is decided by Netcare 911 in accordance with the SANS 10366:2009 standard. Care is taken to ensure that medical responders act within their scope of practice and that they are duly registered clinicians with the HPCSA and SANC. Arrangements include ensuring the provision of medical supplies and oxygen to UJ ambulances, and arrangements for emergency medical response.

A total of 108 events, of which 12 (13%) were scheduled and 80 (87%) were unscheduled on the UJ year programme, were assessed for event medical risk during the first nine months of 2014. Netcare 911 provided on site standby assistance for 30 events, while notifications to Netcare 911 were issued for 66 events during the period.

### **Radiation exposure risk management**

Monthly dosimeter disks are ordered from SABS for radiation workers at UJ. After a four-week wearing period, the batch is couriered to SABS for analyses. The results are evaluated by the Radiation Protection Officer (RPO) and Occupational Medicine Practitioner. Incidents of over-exposure are investigated. Baseline and periodic medical examinations are conducted on prospective and current radiation workers to duly register them at the Department of Health's Directorate of Radiation Control.

### **Occupational Health Practice consultations**

Over the past year, 1 508 consultations were provided to the UJ clientele. Consultation types included those for travel health, primary health, resilience programmes, incapacity assessments, injuries on duty and feedback sessions with the medical practitioner. While immediate post-exposure prophylaxis for needle-stick injuries is available, no such injuries occurred during 2014.

### **Vaccination programmes**

A total of 574 vaccines were administered. This included the annual influenza campaign during April (452 vaccinations). A further 122 vaccines were administered to food handlers, travellers, healthcare professionals and those exposed to sewerage and hazardous biological agents.

## **Travel health**

Pre-travel health risk assessments were requested from official travellers; a total of 99 consultations being devoted to travel health. In particular, the Ebola Viral Disease (EVD) outbreak in Guinea, Sierra Leone, Nigeria and Liberia was monitored. After approval by the MEC, a travel alert was issued to the UJ travelling population to *avoid travel to the affected countries until further notice* owing to the risk posed by the developing outbreak. The travel alert was still valid at the time of writing.

## **Executive, PA and HOD Resilience Programmes**

The three tiers of the UJ Resilience Programmes offer ongoing assessments and support to clientele. The Executive Resilience Programme is devoted to the ELG; the PA-RP programme to the PAs of the ELG; and the HOD Resilience Programme (HOD-RP) to the 50 existing clients on the register. Further roll-out of the HOD-RP is dependent on further resources. During the year, 55 consultations took place, 12 members of the ELG were assessed and an ELG Wellness Strategy was devised in collaboration with PsyCaD and HR Wellness.

## **Focus areas for 2015**

In addition to ongoing work, the following focus areas have been identified for 2015:

- the TB proof project, where clinicians at UJ will be made aware of the high TB prevalence and mortality among healthcare workers, and the implications for UJ. There will also be test fittings of respirators and infection prevention and control;
- UJ Food Safety Certification strategy. A national certification on the HACCP system is envisaged. UJ would be the first SA HEI to achieve this certification;
- design and implementation of the new Chronic Disease Programme in collaboration with Professor Yoga Coopoo, commencing with 60-80 clients at DFC;
- continued research into the use and management of hazardous chemicals at HEIs; a master's study is to be conducted by DLitt et Phil studies and journal articles completed in the medium term;
- the development of event risk MIS software in collaboration with UJ ICS to establish a software capturing and management system for all UJ events;
- the equipping of a first aid room at DFC as a satellite facility, to mitigate risk to medical response to the Perskor building; and
- the development of an Occupational Health Practice web page.

## **PRIMARY HEALTHCARE SERVICE**

### ***Operating Context, Governance and Risk Management***

Primary Health Service operates according to the Primary Health Care (PHC) Charter and under the Core Standards for Primary Health Care as directed by the NDoH. PHC focuses on health and wellness of the UJ population. Student health is primary but our environment is unique as it also includes healthcare for staff and contract workers based at UJ. The strategic objective that guides practice is that of enriching a student friendly learning and living experience. This includes the two additional objectives of national and global reputation management together with Fitness for Global Excellence and Stature.

A PHC service is available at all four campuses and comprises of primary health care nursing practitioners (PHCNPs), administrative assistants and HIV/AIDS counsellors. At least two nurses are available at each clinic. The medical doctor is employed on a sessional basis and is available on specific days at each campus.

### ***Services offered by PHC***

Services rendered include:

- Primary Health Care;
- HIV Counselling and Testing (HCT);
- DOTS to TB patients;

- Reproductive Health Care;
- travel medicine to students;
- medical support (Netcare 911) at UJ Sports events;
- provision and maintenance of first-aid kits to UJ Sports clubs;
- vaccination programmes as required and according to risk assessment; and
- support for the management of HIV/AIDS patients.

### **Achievements during 2014**

**Utilisation of PHC services** by students, staff (11%), students and contractors (5%) increased from 27 536 in 2013 to 28 352 in 2014. This increase brought with it new challenges of adequate space and resources at our facilities. This latter was addressed through taking on five primary health care nursing practitioners (PHCNP) as permanent staff, and two new positions were approved in 2015.

**The reproductive health services** focused mainly on the use of the three-year contraceptive that is inserted under the skin (sub-dermally). A total of 957 implants were inserted with less than 1% of individuals requesting the removal thereof before the three-year expiry period. The Global Fund Project that PHC was awarded via HEAIDS was used to provide free Pap smear testing to female students and staff (220 tests undertaken with six referrals for further tests). Relatively high levels of unplanned pregnancies and sexually transmitted infections (STIs) remained issues of concern, despite the education and treatment available at the facilities.

**HIV Counselling and Testing** achieved an increase of 17% in the number of people tested compared to 2013, surpassing the set target of 5%. This was achieved with the help of intern psychologists from PsyCaD and by extending HIV testing to residences. Of the 3 637 tests done, 66 clients tested HIV positive, a prevalence rate of less than 2%.

**Student engagement activities** included health awareness programmes as scheduled in the health calendar. STI/Condom week focused on the prevention of STIs and was followed by an influenza vaccination campaign which was undertaken in collaboration with the Alomdraai Day House. The RAG participated in the breast cancer awareness campaign, which included the iThemba Walkathon, which raised for CANSA and research and treatment of breast cancer. Reproductive health information focus group sessions were held at the residences in collaboration with Ipas and Right To Care.

**Event risk management** improved in 2014 due to the increased focus on the risk that these events may pose to UJ. A total of 28 medical standbys and 48 notifications were managed by Netcare 911 and PHC staff provided medical support to some events. The late notification of certain sporting events remains a challenge however.

The division underwent a process of **a quality review**, which was coordinated by the Unit for Quality Promotion, with a site visit of highly skilled professionals being conducted between 5 October and 8 October 2014. The formal feedback report is still pending, though considerable positive feedback, as well as preliminary recommendations, have already been received; these will be taken forward in the improvement plan.

A major achievement was the **implementation of an electronic patient recording system** which will improve record keeping and confidentiality. The system allows for the PHC staff to only access data that involves their areas of responsibility; integrity of information can be controlled and traced in the event of a discrepancy. The system will allow reported information to be used for statistical purposes in due course. This module is currently under development.

**Benchmarking** was undertaken by the University of Limpopo (UL) and the Botswana University of Technology, both of which visited UJ to study our processes. Best practice was shared with colleagues, and the UL intends adopting our electronic recording system.

### **Focus areas for 2015**

The strategic focus for the division in 2015 will be on providing students with an enriching living and learning experience. This will be achieved by further increasing visibility through active participation in the First Year

Experience programmes. Social media platforms will be used to improve communication with students. Health awareness programmes will be up-scaled according to the national health calendar, and new and vacant posts filled. A service level agreement with the Department of Health must be established with the view to offering the best, most current healthcare possible in line with government initiated programmes.

## **INSTITUTIONAL OFFICE FOR HIV AND AIDS (IOHA)**

### ***Operating context, governance and risk management***

The Institutional Office for HIV and AIDS (IOHA) functions within the broader South African National AIDS Council and Higher Education AIDS Policy and Strategy (HESA HEAIDS Strategy) 2012-2016 framework and aligns its work with the National Strategic Plan (NSP) for HIV and AIDS and related diseases (2011-2016), HESA HEAIDS Strategy 2012-2016, the UJ HIV and AIDS Policy (2012) and other health-related policies and procedures that govern health and safety.

HESA HEAIDS Strategic 2012 – 2016 framework outlines three objectives, which should be covered by the HEIs when they formulate their programmes. These are:

- research, surveillance, innovation and knowledge generation;
- teaching, learning and community engagements; and
- prevention, care and support.

IOHA strategises its HIV/AIDS prevention programmes within the HEAIDS 'Big Seven' projects namely: First Things First HIV Counselling and Testing (HCT) Programme; Men's Health through HEAIDS Brother's for Life; Woman's Health (ZAZI); LGBTI-MSM programme; Balance Your life; Future Beats Campus Radio project; and monitoring and evaluation.

IOHA is located on all four campuses of UJ and renders services mainly to students. The Manager acts as the Vice-Chairperson of the University's HIV and AIDS Committee, which gives direction to the HIV and AIDS programme for the year. IOHA submits quarterly and annual reports to this committee, and coordinates all of the committee's operational obligations to ensure realisation of the UJ HIV/AIDS and related diseases strategy.

### ***Services offered and targets***

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 and they are mainly aimed at students:

- HIV prevention,
- sexual health and care;
- peer education;
- community engagement;
- mass HIV counselling and testing;
- Support groups for people living with HIV; and
- sexual health promotion.

### ***Targets for 2025***

IOHA has set itself the following targets: sustained excellence of service on all campuses with a client satisfaction rate of 85%; expansion of Link network to 3 000 members; curriculum integration, research and innovation; and a longitudinal impact monitoring study for the first year experience (FYE) in order to develop an HIV FYE model. Focused quarterly awareness campaigns will be held in collaboration with departments involved in student support programmes and educational materials will be introduced into the induction programmes of SRC, RAG, house committees and societies. A programme on risky student behaviour and healthy lifestyles will be developed for all students as part of FYE.

### ***Achievements during 2014***

- The quality of the HIV/AIDS programme was confirmed by peer review and a comprehensive improvement plan was accepted by the Quality Unit.

- Review of IOHA 2012-2016 strategy in July 2014.
- Refurbishment of IOHA offices to improve visibility.
- Efficient and effective budget utilisation.
- Innovative prevention messages communicated through video and drama.
- A monitoring and evaluation system was designed to qualitatively and quantitatively evaluate the programmes' impact in all IOHA programmes.
- IOHA leadership footprint maintained at national level.
- UJ FM is one of the campus radio stations nominated to pilot the Future Beats Project.
- HEAIDS-ZAZI (Women Empowerment Project) national launch for HEIs was held at UJ.
- Hosting of a monitoring and evaluation workshop for HEAIDS.
- National flagship FADA HIV curricula-led initiative with IOHA was awarded Global Fund by HEAIDS.

### **Activities during 2014**

#### **First Things First HIV counselling and testing**

The year started with the FTF (First Things First) campaign which was conducted in collaboration with PHC and PsyCaD. Condom/STI week was observed from 10 - 14 February, as part of the national health calendar events for 2014. IOHA in partnership with Primary Health Care manned information desks to promote condom usage and provide information on sexually transmitted infections, including HIV. LINK members at all campuses engaged students through dialogue on pertinent issues related to HIV and AIDS. A highlight of the event was the Zazi Activation which took place on 14 March 2014 at the Doornfontein Campus.

The target set for HCT of 5 253 was achieved and indeed exceeded with the final number of individuals tested being 7 442. However, we did not achieve the national testing target of 20% of the student population, indicating that still more still needs to be done to encourage HCT, particularly among males on campus. The HIV prevalence of 1% (69 positive results) confirms that UJ is still below the National and Higher Education prevalence, which is 12.2% and 2.9% respectively, as well below Gauteng's 2,2% prevalence for HEIs. Clients testing positive are referred and encouraged to enrol in support groups or to seek individual support.

#### **Condom distribution**

While the 8% target was achieved, uptake especially on DFC and APB was low. This is at least in part due to resistance to Government-issue condoms. IOHA successfully trialled the distribution of alternative condoms on SWC, and will explore broader availability during 2015.

#### **LINK and LINK Network**

A total of 56 LINK members were recruited and trained in a broad range of skills including leadership and HIV and AIDS prevention. They then conducted information sessions and condom demonstrations with fellow students during the HCT campaigns held in February on all campuses. A mid-year LINK review meeting was held with members, which will enable IOHA to rethink some aspects of the programme. A LINK gala dinner was held in October at Gold Reef City, where certificates were issued to LINK members.

A considerable part of the work for IOHA during 2014 consisted of events and awareness campaigns, in which IOHA staff were assisted by LINK members.

Other campaigns included:

- Care Month
- Stigma Knockout Month
- UJ World AIDS Day
- Liberati Trunk Show & Safe Zone Campaign

#### **Short- and medium-term priorities for 2014 to 2020**

- Effect the recommendations of the IOHA Programme Review conducted in 2013/4.
- Achieve the IOHA strategic objectives as outlined in the revised UJ Strategic Plan (2014- 2025) and IOHA

2012 – 2016 strategy. Refer to strategic focus and targets.

- Research and innovation.
- Take forward LINK and the LINK Network Programme.
- The hosting of an HIV/AIDS conference in 2016.
- Innovative marketing and communication strategies.
- Improve understanding of UJ HIV prevalence to design programmes accordingly.
- Model for curriculum integration.
- Improve African foot print

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**Kinta Burger (Prof.)**

Registrar

# PEOPLE WITH DISABILITIES

## OVERVIEW

The University of Johannesburg (UJ) recognises that addressing disability is central to its commitment to full access to higher education, and therefore disability related issues form part of its policy and broader constitutional mandate.

The Department of Higher Education and Training (DHET) is currently working towards a National Disability Policy and Strategic Framework, which will seek to create an enabling and empowering environment across the system for staff and students with disabilities. Not only will institutions be encouraged to customise the policy in line with their institutional plans and strategies but the policy will also serve as a benchmark for good practice in higher education institutions (HEIs).

While this is being developed, UJ is already seeking to create an enabling and empowering environment for staff and students with disabilities. Its current policy positions the University as being committed to aligning its institutional plans and strategies to allow for this.

In addressing and supporting disability, the UJ emphasises a holistic approach that moves beyond the built environment and the use of assistive devices. It supports the integration and adaption of teaching and learning methodologies, coupled with the building of capacity to address disability at all levels of the institution through reasonable accommodation and best practices.

## OPERATING CONTEXT AND GOVERNANCE

UJ aims to provide an integrative and inclusive approach to managing and developing issues associated with disability. Therefore, the governance of support for people with disabilities lies with the Committee for People with Disabilities (CPWD), which is a sub-committee of the MEC.

The CPWD understands issues of disability as being human rights issues and therefore it encourages all UJ stakeholders, employees and students, to have a vested interest in promoting principles of equity, access and universal design.

To focus and drive this, there are established structures that directly support the overall strategic commitment for issues of disability within the University. These include:

- the Disability Unit: People with Disabilities (which lies within the Academic Development and Support Division);
- the Wellness Office (which lies within the Human Resources Division); and
- Sports for Students with Disabilities (which lies within the Sports Division).

These structures work closely with other stakeholders within the University to promote an accessible environment for staff and students with disabilities. What follows is brief summary of the type of support each structure provides.



### ***Office: People with Disabilities***

The support of students with disabilities can be a systemically complex activity and thus the Disability Services Unit, also known as the Office: People with Disabilities (O: PwD), is dedicated to the academic, technological, psycho-social and psychological support of students with disabilities. This requires that the Unit not only be equipped with specialised assistive technologies and devices, but also be staffed by personnel who are highly skilled and trained in the support of students with disabilities.

During 2014, 259 students with disabilities registered with the Disability Services Unit, and they were directly supported in various ways. No fewer than 609 appointment-based, consultative sessions addressed academic and psycho-social concerns, advised as to appropriate assistive devices, and offered access-driven support. In addition, 732 walk-in queries were attended to and 34 group assistive device training sessions were facilitated.

### ***Wellness Office***

UJ aims to be a preferred employer for employees with disabilities and has a dedicated office within HR that drives the specialised support required. The Wellness Office works closely with the staff member's line manager to ensure reasonable accommodation within the work environment. This reasonable accommodation refers to adapted work outcomes as well as to the provision of assistive devices and technology where these may be required.

UJ has adopted a disability policy and practice which seeks to address disability in a planned and coordinated way, aiming to ensure consistency in relation to the University's commitment to equitable and progressive employment practices. Thus, HR concerns itself with employees with disabilities and serves as a central point where employees with disabilities can request assistance. The interventions provided by HR have ensured that people with disabilities are treated equitably and are reasonably accommodated as far as is practically possible.

The Wellness Office supported and advised seven employees and their line managers on disability issues and on adapting the work environment to support these staff members. The active and further recruitment of employees with disabilities remains a priority and the Office aims to work with internal and external stakeholders to promote this agenda further.

### ***Sports for students with disabilities***

In line with the strategic goal of holistic participation for persons with disabilities, sport for students with disabilities (SSD) at UJ is encouraged. The National Sports Plan encourages inclusive participation of all athletes and in response to this, UJ has a dedicated club, the SSD, which focuses on driving this vision.

The SSD provides opportunities for students with disabilities to compete at a national and international level in various sporting codes, and is viewed by many of its peers as a forerunner within this arena.

The active recruitment and specialised support of athletes with disabilities has resulted in medal achievements within the sporting disciplines of blind Judo, wheelchair tennis and basketball, swimming, para-rowing and in various track and field events. The SSD has further produced Paralympian participants as well as world champions in various disability sporting codes, and remains a club against which other institutions benchmark the support provided to these athletes.

## **STRATEGIC FOCUS AND TARGETS**

The CPWD supports the premise that issues of disability form part of a University wide initiative which includes all divisions, departments and faculties at the UJ.

The following strategic plan provides a framework for an integrative approach to managing issues associated with disability.

### ***Integrated service excellence for persons with disabilities***

This objective focuses on the overall institutional commitment to promote, provide and sustain excellence in services rendered to people with disabilities. The University's stance on disability suggests that a multi-faceted

and holistic approach to supporting those with disabilities is required. This implies that such support should not just be provided by an individual unit, but that all stakeholders within the institution have a vested interest in providing support to those with disabilities. The following have been identified as important to achieving transformation in this area:

- the development of strategic goals that address disability related matters within the Institution;
- centralised and focused collaboration between the structures responsible for driving disability related issues. This allows for the sharing of expertise and the enhancement of best practices in disability related support;
- focused collaboration with key stakeholders in various divisions to roll out disability support;
- appropriate training and development for staff who work with persons with disabilities;
- ongoing national benchmarking around disability related issues within higher education institutions;
- focused collaboration with various divisions across the University regarding infrastructural, learning and curriculum accessibility; and
- continued research into what constitutes best practices in supporting disability in HEIs.

### ***Dedicated and focused support for persons with disabilities***

UJ has dedicated support structures in place to support persons with disabilities. These structures aim to enhance the support provided to students and staff with disabilities, and to focus on supporting the academic, student and work life experience of these stakeholders. Employees specifically trained in specialised support not only provide this dedicated support, but contribute to the national pool of knowledge with regards to disability support in higher education. Such support may be provided through:

- dedicated and established units that staff and students can approach for support when required;
- dedicated academic, technological, psycho-social and psychological support of students with disabilities;
- rotation of disability unit staff to various campuses to ensure equitable services;
- well-equipped computer and assistive device stations on all campuses;
- close collaboration with members of faculties to support all categories of disability with respect to teaching and learning ensuring that most academic programmes allow for reasonable accommodation and flexible assessment opportunities;
- professional development opportunities for staff within the disability unit aligned to strategic goals, e.g. a sign language course;
- highlighting gaps with regards to support for disability, which has resulted in piloting support for students who are deaf;
- ring-fenced bursary funds for students with disabilities in higher education;
- established concession committee to assist with the approval of accommodations that may be required for tests and exams;
- accessible spaces, equipped with assistive devices, in the Library and information centres to allow for access to databases/journal articles;
- dedicated library tutors to provide support when it is required in the library;
- SSD club dedicated to promoting sporting opportunities for students with disabilities; and
- presentations at the Higher and Further Education Disability Association (HEDSA) symposium with benchmarking support in place at other institutions.

### ***Recruitment and retention of persons with disabilities***

This objective focuses on increasing participation and promoting UJ as a preferred educational institution for, and employer of, persons with disabilities. The University is committed to providing employment opportunities to previously disadvantaged groups. It recognises that staff with disabilities have much to contribute to the workplace and therefore aims to put in place structures and mechanisms to support their contribution. Career and programme guidance to disabled learners at schools, academic advice for appropriate placement and access to appropriate financial support are also a priority.

- Focused recruitment and retention strategies for current and prospective staff with disabilities implemented through the development of a standard operating procedure for the University.
- The provision of centralised funds for the acquisition of assistive devices, software or technology for staff with disabilities.
- Direct collaboration with departments and line management with regards to sensitisation around disability and adaptations required for specific academic outcomes.
- Active marketing of disability related support services to staff and students with the aim of increasing uptake and utilisation of these dedicated support structures
- The continuation and support of staff with disabilities in terms of psycho-social support.
- Active establishment and continuation of an employee with disabilities forum co-ordinated by the Wellness Office.
- Advertisement of vacant positions within the institution through inclusive strategies to a wider audience.
- Establishing relationships with agencies and work groups that regulate the recruitment of persons with disabilities.
- Establishment and continuation of relationships with schools to promote focused recruitment of prospective students with disabilities.
- Holistic academic support to ensure increased numbers of graduates with disabilities.

### ***Accessible environment***

In order to provide an accessible environment for person with disabilities, the Institution places an emphasis on principles of universal design and accessibility which extends beyond the built environment. Teaching and learning environments as well as curriculum, living communities, sporting opportunities, web design and technological systems are all understood to be areas that can improve accessibility.

- Full accessibility audit facilitated by experts in universal design and submitted to DHET for the provision of funding.
- Collaboration with the Operations Division to prioritise areas that require immediate accessibility adaptations, e.g. adapted residences on all campuses.
- Ergonomic adaptations made in the workplace for staff with disabilities where required.
- Separate funding at campus level for infrastructural adaptations.
- The provision of adapted transport and a dedicated driver for students and staff to meet work and academic commitments.
- Awareness created around accessible web design and online activities.

### ***Holistic participation***

In support of the student life cycle, UJ aims to provide opportunities for persons with disabilities by ensuring excellent teaching and learning facilities, living communities, and a respectful and responsible student culture and ethos.

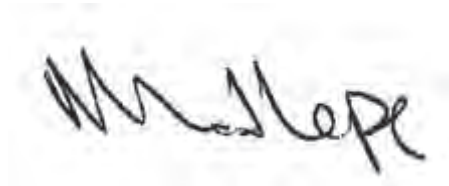
- Various sporting opportunities are made available for students with disabilities.
- Adapted transport available so that staff and students can participate fully in University commitments.
- Appropriate residence placement process adhered to in collaboration with Student Affairs.
- Secured bursary funding for students with disabilities through the Department of Labour.

## **CONCLUSION AND WAY FORWARD**

Issues of funding and sufficient human resources to support disability, remain areas of challenge. In order for UJ to maintain and sustain holistic disability support and best practice, a needs analysis and supporting benchmarking exercise will need to be undertaken, and resourcing commensurate with findings and conclusions considered to ensure adequate ongoing support for this critical area.

The individual projects that support disability are detailed within the specific division reports.

UJ actively contributes to the pool of knowledge regarding good practice within the national higher education disability field. Its continued contribution and collaboration with other institutions within South Africa ensures that holistic support is provided to persons with disabilities. UJ remains committed to barrier-free access and will continue to support, and advocate for, people with disabilities through appropriate policy and procedure.

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**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services

# OPERATIONS

## **OPERATING CONTEXT**

Operations is a support division that offers services to faculties, support departments, students and staff. It is tasked with protecting and securing the University of Johannesburg's (UJ) property, staff and students; maintaining and cleaning buildings, infrastructure, installations, sports fields and gardens; and to upgrade and develop infrastructure in accordance with the clients' needs.

The division's scope of work also includes management of 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; ensuring the environmental sustainability of the institution and fulfilling the transportation needs of staff and students.

- The Operations Division consists of the following portfolios:
- Central Technical Services (CTS)
- Property Management
- Protection Services
- Occupational Safety
- Logistics

## **GOVERNANCE STRUCTURES AND QUALITY MANAGEMENT**

### ***Governance structure***

The Operations division is governed by the UJ Statute, UJ Council and its sub-committees such as the Planning and Resource Committee of Council; Risk Management Committee of Council; People with Disabilities Committee of Council and the University Management Executive Committee (MEC) through the Deputy Vice-Chancellor Strategic Services.

Governance of its operational functions is furthermore regulated by UJ Finance Policy and Procedures; UJ Procurement Policies and Procedures; Operations Strategic Plan for 2014 and UJ's Master Plan.

External structures that require compliance and application of procedures and regulation of different disciplines within Operations also play an important role in ensuring that the University keeps abreast of national standard requirements. Some of the relevant legislative frameworks are: Higher Education Act, 1997 (101 of 1997); The National Heritage and Resources Act, 1999 (Act 25 of 1999); and The Occupational Health and Safety Act (OHSA).

### ***Quality Management***

- The division makes use of Archibus, which is a service level performance monitoring system that tracks the response and resolution of on-demand maintenance requests and the client's satisfaction feedback.
  - Operations have attended a workshop for training and preparation for rolling out of an upgraded Project Management System Module of the Archibus System.

- The upgraded system allows access to all campus user jobs relating to preventative maintenance, security, and auxiliary services.
- Utilities Management makes use of an effective data and recording energy measurement system that can establish trends, minimise costs, promote energy conservation and encourage environmental preservation. The system is able to track energy consumption live and identify the exact amount of power that is being used at a specific point in time.
- With the purpose of ensuring safety procedures and safety compliance according to the standards of the OHSA, the Occupational Safety Division participated in a number of forums through which the effectiveness of safety procedures and compliance were established. The forums were both internal and external to the University such as:
  - The Wellness Committee
  - Institute of Waste Management of South Africa
  - Safety Health and Environment Campus Association of South Africa
- Application of a 48-hour turnaround time with resolution where possible. Reasons need to be provided when targets are not met.
- Attendance of regular meetings with clients, professional teams and project steering committees were other forums where feedback on quality management and services was provided.
- In order to fulfil its role of providing safety to a campus community that consists of four campuses and approximately 48 800 students and 4 396 staff members (HEDA 23/01/2014), the Protection Services Unit participated in 15 or more committees and forums within the University. It also participated in, or cooperated with, external structures that govern safety such as the South African Police Services, Campus Protection Association of South Africa (CAMPROSA), and community policing forums.
- The functions of Property Management also consist of township establishment which includes obtaining educational zoning rights, removal of restrictive conditions for development, transfer of property ownership, attaining land use rights for development, and the consolidation of property, all of which includes town planning in accordance with the approved UJ Campus Master Plan.

### **Changes and challenges to governance structures**

During 2014 Campus Management was split from Operations. The structure of the Department was changed from Property Management Services to Property Management with the purpose of redefining functions. This involved the Department being reoriented from a service department towards resources management.

### **Challenges**

While a consistent occupational safety compliance rate was achieved during the year, challenges still persisted due to the difficulties involved in getting the University community to follow and apply the safety procedures during the emergency situations. Lack of certainty on what to do during an emergency situation was identified as a major flaw. Load shedding during operational hours was a further challenge of 2014.

## **RISK MANAGEMENT**

An Operations Risk Register was managed by bringing forward and updating the risks at monthly Operations Management Team meetings throughout the year.

Every portfolio within Operations based its 2014 budget on mitigating and reducing risks that were identified during internal and external audit reports by Risk Management Committee of Council meetings, and which emerged from various committee structures and forums.

### ***Risks and mitigation interventions/initiatives***

From the risks identified during internal audits, as well as in the Risk Management Committee of Council meetings during 2014, the Occupational Safety Division mitigated and reduced a number of occupational risks by:

- implementing safety management plans to improve compliance;

- replacing and upgrading fire doors at some of the residences (this project continuing into 2015);
- upgrading the John Orr Building and C Lab fire reticulation (ongoing into 2015);
- installing gas monitoring systems and upgrading equipment for the provision of fume cupboards, ventilation systems and hazardous storage facilities;
- building a catch up area at the diesel tank storage facility that was damaged by diesel leakage at the Doornfontein Campus;
- installing Class B fire doors at the Art Centre, Imbizo Hall and other such large venues;
- installing evacuation alarms at all identified high risk areas (ongoing into 2015); and
- providing training in safe working procedures for plumbers, painters, welders and carpenters to reduce the potential number of injuries on duty.

Applications for the demolition of all buildings that are older than 60 years were submitted in accordance with National Heritage Resource Act (NHRA) requirements. The inability to change the structure of Heritage buildings means that some old dilapidated buildings cannot be used. This is not an ideal situation particularly if one considers that there is a shortage of much needed office space and facilities.

**Table 87**

<b>Risk Mitigation Action</b>	<b>Due Date</b>	<b>Progress</b>
Campus Master Plan development	30/06/2014	Development of Campus Infrastructure Plan based on the Campus Master Plan. This was completed and approved by Council with minor changes. Development of two key campus audits for DHET: Disability Infrastructure Audit and Building Maintenance Plan to address backlog.
Focus the budget to maintain what currently exists versus investing new capital (more or less 60/40)	Ongoing	Operations has maintained the practice of focusing 60% of project budget on maintenance and 40% on capital projects.

- Non-compliance of fume cupboards and extraction systems  
Fumes and gases generated in the laboratories pose risks to the health and safety of students and staff, and lack of appropriate equipment and infrastructure is considered a material risk to be mitigated through the intervention highlighted below.

**Table 88**

<b>Risk Mitigation Action</b>	<b>Due Date</b>	<b>Progress</b>
Design, install, upgrade equipment and facilities		For the year 2014, the installations for D Lab, C Lab and DFC John Orr floors 1, 2, 3, 7 were implemented.

- Increased Electricity Costs  
During 2014, key focus areas were on implementing energy savings on the various campuses. Energy saving initiatives implemented during 2014 included the following items which resulted in a 9.53% saving for the year in kWh:
  - Factor Correction project was completed which reduced monthly maximum demand costs;
  - project for the installation of energy efficient lights is 90% complete with APK lecture venues Blocks B, C and D;
  - initiating maximum demand studies at all four campuses to determine power usage; and
  - improved building management system (BMS) control practices at APK in order to reduce energy consumption.

**Table 89**

Risk Mitigation Action	Due Date	Progress
Implement energy plan to reduce energy consumption	31/12/2014	Significant progress towards meeting targets.
Installation of energy efficient lights	31/12/2014	90% completed in APK lecture venues Blocks B, C and D. Approximately 3 000 lights fitted.

- Load shedding and power outages

It has become well-known that Eskom's generation capacity is substantially below the required reserve margin and hence any loss of generating supply or any increase in demand compromises the demand and supply balance and consequently results in a risk of power outages.

Given the material risk, it was prudent for UJ to protect its core functions through the following interventions:

- the provision of emergency power to enable academic functions to continue and identified critical equipment and machinery to operate in the event of power outage; and
- improve energy efficiency thereby reducing demand.

**Table 90**

Risk Mitigation Action	Due date	Progress
Implement emergency power project plan	Ongoing	Generator Strategy for all Campuses developed and costed. Emergency plan for data rooms and equipment in place.

- Lack of Human Resource Capacity

Lack in appropriately skilled human resource capacity affected the quality of services as well as the ability to service the full scope of services required of CTS.

**Table 91**

Risk Mitigation Action	Due Date	Progress
Filling of existing vacant posts within CTS to handle varied activities	30/12/2014	Some progress was made in 2014, with three positions being made permanent and filled. The shortage of staff is 11 temporary positions, and the outsourcing of staff for project management and administrative activities will be addressed in 2015.

- Maintenance Process Audit Findings

As per the Deloitte Audit Report of January 2013, a number of shortcomings were found in the maintenance processes and with the Archibus System.

**Table 92**

Risk Mitigation Action	Due Date	Progress
Develop and implement a comprehensive maintenance plan and Archibus processes	30/12/2014	The Development of a comprehensive maintenance call centre procedure was completed. The implementation of preventive maintenance in Archibus was 80% completed while the remainder is ongoing as new buildings still need to be uploaded. The comprehensive Maintenance Strategy in alignment with the new operations directions will be completed in 2015.



## **STRATEGIC FOCUS AND TARGETS**

Key strategic focuses and targets needed to reposition the University to optimise opportunities for growth and long-term sustainability. In this context, a strategic framework for the development of the campuses through key initiatives has now been developed, setting the tone for future developments at the University of Johannesburg (UJ).

The Operations Division is strategically positioned to support the University in achieving its strategic objectives. It will achieve this vision by means of the dedicated implementation of the following six strategic thrusts:

### ***Excellence in teaching and learning***

The projects associated with the upgrade and expansion of teaching and learning facilities included diverse projects such as a major upgrade of laboratories and class room expansion projects at DFC, APK and SWC. Projects completed in 2014 created 5 125 additional teaching venue seats and increased capacity by 19%, equating to 29 870 square meters of building space.

### ***International profile for global excellence and stature***

Developing a project plan to upgrade residential and office spaces to accommodate post-doctoral research fellows from all over the world.

The health and safety compliance rate target of 82% was achieved and exceeded with an overall compliance rate of 83.10%. The UJ Safety Programme was audited in 2013 by an external specialist AFSAFF for compliance.

### ***Enriching the student-friendly learning and living experience***

Way-finding detailed design was completed in 2014 and is to be implemented in 2015.

A Universal Access Audit for people with disabilities was also completed and submitted to DHET for consideration. A traffic impact assessment study for the upgrading of APK and APB gate entrances to enhance security was conducted.

### ***National and global reputation management***

Key stakeholders around whom communication and engagement can be centred were identified, as well as areas where stakeholder support would be required or is of critical importance. The objective is to provide a consistent platform which will make it possible to engage and profile the University.

Existing projects we are engaged in with external stakeholders include Egoli Gas Development, the SWC Wetland, the Melville to Braamfontein Urban Design Cycling Project, the Ellis Park Precinct Rejuvenation Project (as a member of the Spatial and Transportation and Urban Management Task Team), the Mayoral Decking Project (as member of the task team) and the Corridors of Freedom (Empire/Perth Corridor).

### ***Fitness for global excellence and stature***

#### **Sustainability**

A major focus has been on the implementation of the Utilities Management Strategy and on a plan to specifically minimise the cost of electricity consumption as a major operating cost. A 9.53% reduction in electricity consumption was measured in line with the 8-11% on the UJ scorecard.

During 2014, comprehensive maintenance procedures were rolled out to all campuses, as only APK previously had such procedures. Rollout is 80% completed through the Archibus Maintenance System.

## EMPLOYEE PROFILE

### Employee profile by category and Peromnes

Table 93: Equity profile

	Black	White	Foreign Nationals		Grand Total	Disabled	Percentages			
			African	Other			Black	White	Foreign Nationals	Disabled
<b>Overall Equity Profile</b>	455	67	2	0	<b>524</b>	3	86.83	12.79	0.38	0.53
<b>Appointments</b>	14	4	1	0	<b>19</b>	0	73.68	21.05	5.26	0
<b>Resignations</b>	11	5	0	0	<b>16</b>	0	68.75	31.25	0	0
<b>Terminations</b>	19	4	0	0	<b>23</b>	0	82.61	17.39	0	0

### Staff Development

- Two staff members obtained National Diplomas in Human Resources and Security Risk Management.

### Achievements of Employees

- Some 10 staff members received long service awards within Protection Services.

### Management of vacancies

- Vacancies were actively managed and discussed every two weeks during the Operations Management meetings by the invitation of the HR business partner.
- Due to a number of resignations and additional appointments made to increase resource capacity within Project Management (CTS), there were once again 22 vacant positions in the Department by the end of 2014.

### Management of overtime

- Overtime was reduced with Protection Services contributing mostly to the reduction, and the savings will be used to fund the implementation of a security enhancement strategy.
- Protection Services overtime is strictly regulated by the managers on campus. All overtime is pre-approved and thoroughly documented. The inability to reduce overtime further is caused by necessary operational demands such as late applications, registration, Rag, examinations, graduations etc. Nevertheless, a savings in overtime of R3 408 874 was achieved in 2014.

## COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

- APK – UJ is represented on the BRT Community Liaison Forum and consults with other community forums (ARHRRA) regarding land-use applications and changes, as well as with the Melville Community Development Organisation and Ward Councillor.
- DFC – UJ is 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 consultation takes place with the Ward Councillor, Municipal Manager and entities regarding UJ's proposed development in the surrounding area.
- Continuous consultation takes place with the JRA, JDA and JPC with regard to current and future development projects by both the CoJ and UJ.
- Launch of UJ and CoJ MMC meetings. The purpose of these meetings is to bring together top office bearers and key managers of the city region and University management in a structured forum. This engagement will explore common initiatives and renew the commitment to advance equitable development and a better life

for all. It will give practical meaning to UJ's commitment of making a contribution to regional development by partnering with the Gauteng Inner City Regeneration group. The hope is to create an equitable working relationship between UJ and CoJ.

- Traffic impact assessment and traffic flow Kingsway and University Roads. APK held regular meetings with representatives of UJ, the Johannesburg Road Agency (JRA), the JRA's Transportation Department, the Westdene Residents Association (on behalf of the Ward Councillor, Councillor Katja Naumann), and residents of Richmond Avenue, were held to discuss the proposals for easing the traffic flow around APK, as well as the transportation developments along Kingsway Avenue, and University and Perth Roads.
- The initiatives identified by UJ had been included in the Traffic Impact Assessment (TIA) undertaken and funded by the JRA and its appointed traffic engineers.
- Specific action plans and timelines to the initiatives identified by UJ and JRA will be set once the TIA has been completed and the recommendations therein have been discussed. The TIA is to be presented in 2015.
- Occupational Safety Partnership with other higher education Institutions.
- In 2012, roleplayers from different institutions met to establish an association called Safety, Health and Environment Campus Association of SA (SHECASA). SHECASA held its first conference in 2014.
- In the beginning of 2014, further negotiations were entered into with the City of Johannesburg to establish the possibility of cooperation in terms of bus transportation from which UJ students could benefit. These negotiations continued throughout the year and are extending into 2015.
- The Stakeholders are UJ and the Metrobus Section of the City of Johannesburg, as well as the University of the Witwatersrand.

## RESOURCE MANAGEMENT AND SUSTAINIBILITY

### *Financial overview*

The financial budget for Operations was increased from R285 069 601 in 2013 to R291 790 795 while capital budget was at R85 000 000 for the year 2014.

### *Sustainability*

The major focus has been on the implementation of the utilities management strategy and plan to specifically minimise the cost of electricity consumption as a major operating cost. A 9.53% reduction in electricity consumption was measured in line with the 8-11% stipulated on the UJ scorecard.

### *Waste management statistics*

**Table 94**

<b>Total waste generated from 01/2014 to 11/2014</b>	<b>Total waste recycled from 01/2014 to 11/2014</b>	<b>Total % recycled waste from 01/2014 to 11/2014</b>	<b>Target for recycled waste 2014</b>
1816.56 Ton	538.707 Ton	29.66%	8.5%

Protection Services utilise electric golf carts on campus to contribute to the University's environmental sustainability effort.

## LEADERSHIP

The Safety, Health and Environment Campus Association of South Africa (SHECASA) was established with other participating universities in order to improve occupational health and safety. The UJ Safety Department took a leading role and is one of the founding members of this organisation.

A unique relationship between UJ, the CoJ and the various municipal agents has been established which ensures

that current and future (internal and external) development projects are communicated effectively, managed within budget and completed timeously.

The Director of Property Management attended the national HEFMA SA Conference and was re-elected as national HEFMA SA Treasurer for a further three years.

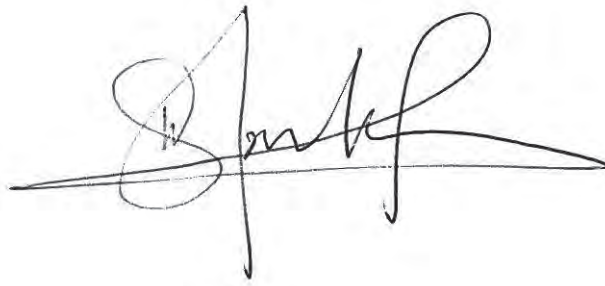
## **CONCLUSION AND WAY FORWARD**

### ***Summary of performance***

- The development of the detailed Campus Infrastructure Plan, Campus Disability Audit and Plan, and Campus Maintenance Plan were major achievements for Operations.
- Energy management – a 9.53% reduction in electricity consumption on the four campuses was achieved in accordance with the 2014 Institutional scorecard of 8-11%.
- Maintenance management – 80% progress in the implementation of a comprehensive maintenance plan across all campuses.
- 19% additional University teaching seats (5 415 seats) were added.
- 2 9870 square meters of new building space were added.
- A project budget of R 421 000 000 or 60% was spent, and 90% was fully committed on purchase orders.
- Adherence to project milestones has increased from 48% last year to 55% in 2014, an improvement of 14% in management.

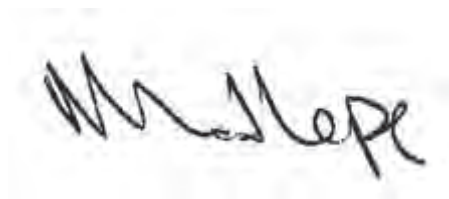
### ***A summary of the key short-, medium- and long-term goals***

- Improve management systems by rolling out Archibus to all campuses for preventative maintenance.
- Improve the time delays in finance and procurement processes by having regular workshops.
- Transfer the remaining 11 properties of a total of 206 individual properties.
- Implement safety and security strategy:
  - management of access and egress control within all UJ campuses (access cards);
  - electronic surveillance within the campuses (control room and CCTV camera monitoring and observation);
  - and
  - off-campus safety corridors (safe and secured routes off campus through joint initiatives).
- Develop the Energy Management and Sustainability Policy.
- Roll out and implement sustainability plans for UJ.
- Implement backup power plan for the campuses.
- Formulate plans and roll out strategy for solar energy initiatives at UJ.
- Complete studies on Cogeneration and Trigeration system for APK plant.
- Identification of green building opportunities for all new infrastructure and upgrade existing infrastructure.
- Complete the roll out of the Comprehensive Maintenance Strategy to all the campuses.
- Improve lift management and performance
- Implement new Archibus System, which will allow improved campus access to system.
- Address the building backlog maintenance of R520 000 000 as per the 2014 Campus Maintenance Report, and develop future plans.
- Implement the Archibus Project Management System to improve control and reporting.
- Capacitate CTS through the use of directly contracted employees.
- Implement phase 1 and phase 2 of the detailed Campus Way Finding design in 2015 with phase 3 planned for 2016.
- Upgrade spaces for academic accommodation for postdoctoral research fellows.

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**Sinethemba Mpambane (Mr)**

Executive Director: Operations

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**Mpho Letlape (Ms)**

Deputy Vice-Chancellor: Strategic Services

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# FINANCIAL SUSTAINABILITY

## 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;
- financial risks and risk management;
- focus;
- performance review of the University.

## POLICY FRAMEWORK

In addition to the national legislation regulating financial governance, the following policy frameworks have reference within the institution:

- 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;
- Fundraising Policy;
- Policy on Student Fee Structure;
- Financial and contract delegation of authority;
- National Student Financial Aid Scheme Rules and Regulations;
- Risk Management Policy;
- Procurement policies and procedures;
- Tender policies and procedures.

## GOVERNANCE FRAMEWORK

The following Council committees play a major role in oversight of the University's financial governance:

- 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 Management Committee is chaired by the DVC: Finance (see Section Four in the UJ Annual Report, Statement on Risk Management). In addition to this, the Tender Committee is responsible for the consideration of tenders, in accordance with the tender policies and procedures, the procurement policies and procedures and the financial and contract delegation of authority approved by Council.

The following three divisions report to the Deputy Vice-Chancellor: Finance:

- Financial Governance and Revenue
- Expenditure and Procurement
- Commercialisation and Technology Transfer Office

## **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 National Student Financial Aid Scheme (NSFAS) allocation;
- real decline in Government subsidy;
- impact of the funding framework review on the subsidy of the University;
- increased electricity and other utility costs;
- 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 of the Finance Division to ensure that all fees raised 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 assistance, in addition to its 2014 allotted NSFAS amount, to NSFAS students to the amount of R46 million. The University's subvention of its NSFAS allocation has increased from R4 million in 2008 to the current R46 million in 2014. 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.

### ***Impact of the funding framework review on the subsidy of the University***

The report of the Ministerial Committee dealing with the review of the funding formula has not been released for comment to the public. The possible impact of the review is a significant downward shift in funding for Business/Commerce Studies, and the particular implications thereof for UJ, the Faculty of Management and the Faculty of Economic and Financial Sciences. When the report is released we will study it to determine the impact of any changes to the subsidy formula and formulate strategies to manage this risk.

### ***Increased electricity and other utility costs***

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 conducted research and

launched a process 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. During the year under review, we have also seen an increase in deposits for utility costs required by the City of Johannesburg. An additional item which increases our risk in this area 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 one of the key focus areas of Council and the Management Executive Committee (MEC). The real decline in government subsidies, the shortfall in funding from NSFAS the increase in the cost of higher education and the shift in the socio-economic circumstances of the University's students have directly impacted the financial sustainability of the University over the long term.

This risk is actively managed through the MEC, Audit and Risk Committee of Council and the Finance Committee of Council. Strategies adopted to manage this risk include:

- A five-year financial strategy approved by Council. This is reviewed annually and amended if necessary.
- An annual budget that is based on the University's strategic objectives and the five-year financial strategy, approved by Council.
- An annual student fee increase approved by Council.
- A strategy to increase the University's third stream income.
- A student debt collection strategy aimed at maximising the collection of outstanding debt.
- Sound investment strategy aimed at ensuring returns that will sustain current reserves and fund capital investment, capital replacement and the necessary maintenance to the assets and facilities.
- Various strategies to raise external funding across all faculties and departments.
- Thorough evaluation of all capital projects to ensure affordability of initial outlay and subsequent maintenance and utility costs.

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.

### ***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 the South African rand. 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**

In 2014, we continued to focus on cost consciousness and effectiveness and sustainable resource generation. An additional focus was raising bursary funding from external sponsors.

To ensure future sustainability, it is important that the University places additional effort on increasing unencumbered commercial income and donor income and decreasing student dependency on NSFAS.

## **FINANCIAL PERFORMANCE**

The University once again posted positive operating results during the year under review. An operating surplus of R120 million was achieved against a budgeted operating loss of R30 million. The main drivers for this outperformance include higher than expected tuition fees, residence fees, external funding and savings on operating expenses.

The external audit of the University was also completed on time with no qualification and no significant findings.

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke at the bottom.

**Jaco van Schoor (Mr)**

Deputy Vice-Chancellor: Finance

# FINANCIAL GOVERNANCE AND REVENUE

## **Operating context, governance and risk management**

The UJ Finance Division has two components, Financial Governance and Revenue and Expenditure. These two components are dependent on one other. Financial Governance and Revenue has three separate sub-divisions and delivers a range of services on all four campuses of the University.

The sub-divisions are:

- Planning, Cash Management and Financial Reporting;
- Budget and Project Management;
- Student Finance and Financial Aid;
- Strategic Financial Projects.

Our primary strategic drive is to ensure financial stability and sustainability of the institution to support the global excellence and stature drive. We strive to deliver service excellence by ensuring that effective and efficient business processes are followed to deliver value to our internal and external customers. We also promote a culture of value-driven staff with a productive and satisfied workforce to sustain the achievement of our pre-determined objectives.

Risk areas are under constant scrutiny and identified risks are addressed and mitigated in a well-structured process. The Risk Registers for all areas are updated continuously. The Department mitigates its risks by incorporating appropriate precautionary measures into all its business processes.

Major risks experienced in 2014 were:

- The doubtful debt facing all universities due to the current financial climate in the consumer markets;
- Reducing funding from NSFAS, impacting negatively on University enrolments;
- Escalating municipal costs and incorrect billing by the City of Johannesburg.

## **Planning, Cash Management and Financial Reporting – Director: Ronel Jansen van Vuuren**

The Division is divided into three main sections:

- Financial Risk and Insurance – responsible for the coordination of UJ's Risk Management function, the insurance portfolio of UJ and process management of the various internal and external audit functions.
- General Ledger and Reconciliations – responsible for the UJ income budget, statutory reporting, the maintenance of the general ledger and related financial structure and systems.
- Cash Management and Sundry Debtors – responsible for cash flow planning, the short- and long-term investment management according to the UJ mandate set by the UJ Investment Committee, as well as the effective management of sundry debtors.

Financial Governance is an important function which is performed here.

## **Budget and Project Management – Director: Mariana Erwee**

This Division is responsible for reporting to internal clients on financial management information. The compilation of the UJ expense budget, research expenditure reporting, expense budget management and project accounting and reporting are the major functions of this Division. Service delivery is attained through dedicated financial business partners, accountants and financial officers who are centralised with the exception of:

- Faculty of Engineering
- Faculty of Science
- Library and Information Centre.

The staff of the Division report to two centralised senior managers.

One of the primary functions of the Division is the preparation of the annual UJ expenditure budget. The approved budget sets the financial parameters for expenditure control and the Division is responsible for the governance of expenditure according to the relevant UJ policies. The effectiveness of the financial policies is under constant scrutiny to ensure adherence to changing circumstances and the Division is a major participant in financial policy reviews and updates.

UJ has an extensive portfolio of capital and related projects with a mixture of outsourced and co-sourced delivery models. The financial governance of these projects requires the delivery of accurate information against strict timelines in a complex environment.

## **Student Finance – Acting Director: Mzwakhe Matukane**

This Division is responsible for the administration of NSFAS funding, bursaries, student fees and student debtors. The maintenance and updating of the fee structure also resides in this portfolio. Student Finance strives to provide excellent service to all students, parents, sponsors, donors, internal and external clients.

The strategic objective of this Division is to drive service excellence and to ensure effective and efficient business processes in order to deliver value to the internal customers, i.e. academic faculties, research and innovation, and external customers, i.e. students, external bursary providers and other external stakeholders.

Student Finance actively manages the risk of irrecoverable student debt within the current socio-economic environment, i.e. a developing nation with an ever-increasing demand for education and an ever-increasing number of financially needy students.

## **Strategic goals for the Department in 2014**

- Provide timeous and financial information to stake holders;
- Re-design annual and monthly management accounting reporting processes;
- Enhance NSFAS processes and management of allocations;
- Develop a strategy to partner with SETAs and the private sector for additional funding;
- Employ strategies to reduce student debt;
- Implement additional ERP modules to support the business processes;
- Promote a sound internal control management environment within UJ;
- Enable a maturing risk management environment at UJ.

## **Successes during 2014**

Our strategic thrusts for 2014 were aimed at ensuring financial stability and sustainability of the institution, improving processes and maximising use of current financial systems, reducing our financial exposure on student debt, and promoting a sound internal control environment through good governance practices. Our successes in these areas are listed below:

- Timeous submission of audited annual financial statements with no significant matters raised.
- Timeous submission of annual budget for Council approval.
- Optimising, as a development team member at NWU, governance of the Kuali Financial System built at NWU for the SA Kuali Community, and to minimise further development to the “vanilla” SA version.
- Finalising a comprehensive risk management strategy for UJ to become a mature, risk intelligent organisation, by identifying current gaps and addressing them.
- Improving reporting on risks to facilitate a more effective approach to the identification of risk inter-dependencies, robust debate and escalation of risks.
- Improved recovery of student debt
- The percentage of debt outstanding to income for 2014 is 24% versus 26% of student debt in 2013.
- Increased external bursaries
- Active interaction with bursary providers and other external sources of funding resulted in a 3% increase in bursaries from 2013. This increase comes at a period where major external sponsors like Eskom and PRASA have decreased their sponsorships to students across all the universities, where only senior students were funded and there was no intake for first-year students.
- The Department managed to raise R34 million through engagement with the SETAs and other external companies.
- Through our robust engagement with relevant stakeholders, we managed to source ten new additional sponsors for our students.
- Constant engagement with other support divisions with regard to registration and graduation, which assisted in minimising incidents during the registration period.
- Increased focus on staff training to upskill managers and senior managers; there has been an increase in the number of staff who have enrolled for formal and non-formal qualifications in 2014.
- An improved Performance Management System is in place with individual specific performance contracts to meet the Department’s objectives and goals.
- Clean internal and external audits were obtained.

## **CHALLENGES**

- Sourcing additional funding to cater for the ever-increasing student demand for funding: an increase in the number of financially needy students, year on year, together with a comparable decrease in state funding is a major challenge.
- The ongoing unfavorable economic climate remains a challenge that negatively impacts our success in collecting student debt.
- Student debt handed over for collection increased slightly in 2014, due to the unfavorable economic climate on consumer markets. The debt handed over in 2014 is 4.4% of revenue versus 3.4% of revenue in 2013.
- Vacant positions at senior level as a result of resignations have affected continuity in the Department and have increased staff uncertainty about reaching the goals of the Division.
- Bursary providers are continuously increasing their administrative requirements. This increases the workload while capacity remains the same.
- Communication with students continues to be a challenge. Current platforms in use are email/SMSes/ student portal/hardcopy statements to make contact with debtors.
- Inefficiencies in NSFAS, debt enquires, payment and arrangement processes result in an unfavorable experience for students during the registration period and also pose a security risk for the University.
- Inaccuracies in City of Johannesburg (CoJ) billing continue to be a challenge.

## **STRATEGIC GOALS**

Below are the strategic goals of the department for the years 2015 to 2025:

- Strategic Financial Management:
  - Finalise a new financial model for approval by the Finance Committee, which will result in an amended five-to-ten-year UJ Finance Plan;

- Manage financial resources within the parameters of the amended UJ Finance Plan and GES financing proposal:
  - Preparation of budgets that will ensure the goals of the institution as set out in the the UJ Finance Plan, the GES plan and the strategic plan are achieved;
  - Managing of the of the UJ balance sheet to provide adequate funding to ensure the financial sustainability of the University;
  - A strategic rethink and engagement, with the URC, on utilisation of the research output subsidy versus the investment made from UJ resources in research over the next five to seven years;
- Joint project team with Operations to:
  - Accurately predict, calculate and manage the CoJ costs (tariffs, usage and zoning);
  - Engage CoJ at a high level to ensure correct invoicing by CoJ (electricity, rates and water);
  - Finalise the quantum of all CoJ costs not yet invoiced and finalise liability with CoJ;
- Management of the GES financial plan to ensure it stays within the requirements of the Council decision and reserve analyses presented to Council in November 2013;
- Management reporting
  - Ensure timeous submission of useful management accounts to MEC;
- Manage the external audit process
  - Timeous completion of audited annual financial statements and input into the UJ Annual Report;
- Manage the improvements in the Treasury environment
  - Revision of fund manager mandates;
  - Appointment of new main bankers ensuring a smooth transition with no interruptions to business;
- Student Finance:
  - Continue the discussions with NSFAS, and SETAs & DoHET to manage the lack of funding/strategic management of student expectations for 2016 in the light of the 2015 shortfalls;
  - Source more bursaries for NSFAS and other students from CSI funding, and engagement with the SETAs for additional funding in terms of the revised regulations and Pivotal Programmes;
  - Manage the impact of the change in NSFAS processes on UJ and its students;
  - Review processes in the environment to ensure a seamless and quick registration process for students;
- Governance:
  - Ensure an effective and efficient internal audit process;
  - Ensure effective and embedded risk management cultures within UJ.

**Table 95: Employee profile of the Division**

Designation	Post Level	Permanent Staff	Contract Staff	Total Staff Count
Executive Director	P3	1		1
Director	P5	3		3
Senior Manager	P6	9		9
Financial Business Partner/ Manager	P7	26		26
Accountant	P8	12	1	13
Financial Officer	P9	5		4
Financial Officer	P10	37		37
Financial Officer	P11	9		9
Financial Officer	P14	1		1
General Assistant	P15	1		1
<b>Total Staff Count</b>		<b>104</b>	<b>1</b>	<b>104</b>

**Table 96: Equity profile of the Division**

Level	Vacant	Black		Coloured		Indian		White		Total	
		F	M	F	M	F	M	F	M	F	M
P3	–	1	–	–	–	–	–	–	–	1	–
P5	2	–	–	–	–	–	–	1	–	1	–
P6	1	–	1	–	–	–	–	3	4	3	5
P7	1	3	5	3	1	1	–	9	3	16	9
P8	1	2	–	3	1	1	–	3	2	9	3
P9	–	–	1	–	–	–	–	3	–	3	1
P10	–	13	4	7	–	–	1	11	1	31	6
P11	–	5	–	2	–	–	–	2	–	9	–
P14	–	–	1	–	–	–	–	–	–	–	1
P15	–	–	1	–	–	–	–	–	–	–	1
<b>Total</b>	<b>5</b>	<b>24</b>	<b>13</b>	<b>15</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>32</b>	<b>10</b>	<b>73</b>	<b>26</b>
<b>Total</b>	<b>5</b>									<b>99</b>	
<b>Grand total</b>										<b>104</b>	

### **Staff development**

We believe that our staff are our greatest asset, and therefore we create opportunities for staff to grow their skills and knowledge in order to increase their chances of progression. We provide opportunities for staff to act in senior positions, therefore enabling us to appoint internal staff when there are vacancies.

Apart from continuous on-the-job training, staff are sent for internal and external training and conferences to be exposed to the environment and to meet with peers from other Institutions.

Staff are encouraged to attend the various short courses available on campus and a number of our staff members are enrolled in further educational programmes.

The staff of the Department also attended teambuilding exercises where staff participated in various activities to create a more cohesive team and which encouraged a better understanding of one another, both individually and culturally. On these occasions the divisions reviewed their previous year's performance, and planned the next year's goals. In doing this, the objectives of the University were considered and goals of the Department were aligned with these.

Notable current vacancies within the Department are those of two directors (one retirement, one resignation) and one senior manager (resignation). We are in the process of filling these vacancies.

The equity profile of the Department needs attention and we are in the process of developing and implementing a plan to address this.

### **Community service, stakeholder engagement and reputation management**

#### **Community engagement project**

Financial Governance and Revenue took part in various Community Engagement projects/activities during the year under review.

The Annual Diversity Day was well supported by the staff. This has been instrumental in promoting understanding of our diversity and our respective cultures and values.

### **Resource management and sustainability**

The Division receives an annual budget to perform its duties and to fund the Division's operating expenditure. We were able to utilise our allocated budget in such a way to ensure efficient service delivery without wasting resources. We were able to run the Division within the allocated financial resources.

This Division has various responsibilities towards the maintenance of good corporate governance in the institution. We are responsible for enforcing the financial policies and procedures of the institution.

### **Environmental sustainability**

- Nampak deposit boxes for waste and old paper for recycling purposes.
- Consistently striving to optimise financial systems to their full potential to create a paperless environment.
- Implementing electronic signatures, which reduce the amount of printing. This has also contributed to improving efficiency to clients, as electronic signatures reduce travel time between campuses (for collection of approved documents), together with improving our carbon footprint by reducing fossil fuels burned.
- Unused furniture, computers and equipment are redeployed within UJ.

### **Leadership**

Our view is that leadership is essential to the success of teams, organisations, communities and societies. The need for different and better leadership was identified, and we have concentrated on developing management in this area. Various interventions have been implemented to improve working relationships and communication within the Department.

## **CONCLUSION AND WAY FORWARD**

The Division works towards the Finance vision of being "a world-class, empowered strategic partner striving for global excellence and stature".

Mutually agreed goals to improve service delivery were set and the level of achievement against these goals was an indication of improved staff performance across the domain.

The well-being of staff members is frequently analysed and action plans are developed and implemented as required to ensure staff wellness.



**Nolwazi Mamorare (Ms)**

Executive Director: Financial Governance and Revenue



**Jaco van Schoor (Mr)**

Deputy Vice-Chancellor: Finance



# FINANCE EXPENDITURE

In 2014, the management of the Expenditure Division made a conscious decision to change the way things had been done for many years, in order to move towards global excellence and stature. This meant that we had to identify the gaps, and develop and start implementing our improvement plan. In view of this, we focused especially on the development of management staff within the Finance Expenditure Department through various interventions, which included the GIBS Executive Leadership Programme, individual coaching for all senior managers, supervisor training and high performance training for all staff.

One of the challenges that we had to address was to change the perception of Procurement, due to the bad publicity emerging from the forensic audit; address the morale of the Procurement staff; and address any shortcomings in processes. The management team conducted a fact-finding mission whereby all faculties and departments were visited to assess our current service delivery and to identify areas that we could improve on. The areas highlighted were: a better understanding of our customer needs and improved communication.

To address staff morale, an investigation was undertaken by the Organisational Development Department (HR). Various workshops were held with procurement staff to identify staff concerns, for example, the performance management system. All of these concerns are being addressed.

Numerous interventions were developed and implemented regarding the shortcomings of our processes. Some of these interventions are:

- Changes to our supplier database management process. The process was enhanced with the verification of Tax and VAT Certificates on the SARS website and the acquisition of the Lexis Nexis system to verify company registration, VAT registration and the comparison of owners with the UJ employee database to identify possible conflicts of interest.
- The creation of a temporary Sealed Quote Department to deal with acquisitions between R100 000 and R250 000. The process is very similar to a tender process with site visits and quotations being submitted in a sealed envelope before a specific time and date and the quote being opened by two procurement staff members.
- A Commodity Manager position was created and filled by the previous Head of Tenders. The Commodity Manager is currently managing 18 high-value UJ contracts, as well as the Purco portfolio. One of the main contracts being managed by the post is the KMSA printing contract.
- The disciplinary process of the Manager procurement took some time to complete and therefore we had to rotate managers in order to ensure business continuity. The new Manager Procurement was appointed late last year.

However, even with the challenges that we faced, we were able to achieve the following 2014 objectives:

- The Total Guaranteed Package, which addressed all the different allowances that we inherited due to the merger, and allowed our employees more flexibility in deciding their pension contributions.
- The implementation of cost to company for all new staff appointed after October, resulting in a completely revised UJ payroll with the flexibility of deciding pension fund contributions.
- The automation of the manual ad hoc payment process, through the introduction of Procure to Pay, whereby

requests for payment could be completed electronically and the order and goods received process was automated. This electronic process resulted in improved turnaround times and tracking of documents.

- A pilot project was successfully completed on the electronic reimbursement (i-Expense) of claims with the Faculty of Humanities. I-Expense will be rolled out early in the new year to all other faculties and departments.
- Software (More4Apps) was implemented. This program allows for the electronic upload of multiple invoices/information.
- Enhancements were made in the Accounts Payable Department whereby supplier accounts are automatically reconciled.
- The conclusion of a rental agreement with Innovent for staff computers and AVU equipment. This agreement gives us greater control over our computers, equipment and cash flow.
- The Tenders Department embarked on a pilot project to improve the tender process from a control and monitoring perspective. A web-based tendering tool, Tendersure, was used on the project.
- The Tenders Department was instrumental in the acquisition of equipment and other requirements for the establishment of Resolution Circle. This also included the training equipment required for work-integrated learning. In addition, we seconded one senior buyer to the project.

Overall, considerable focus was placed on the effective management of the various departments through the enhancement of the monthly reports. Managers should be able to see how well their departments are performing at a glance, for example, the turnaround time of processes, the individual performance of staff and outstanding items.

Going forward to 2015 the team decided on a theme of "Scaling new heights". The objectives/strategies are:

- Restructuring the Procurement Department into three business units, whereby faculties and departments will each be allocated to a business unit. Each business unit will be responsible for specific faculties and departments, moving the focus from commodity management to customer-relationship management.
- Implementing strategic procurement, which involves the segmentation of the Procurement spend according to risk and value, and development of a sourcing strategy per segment.
- Implementing the three-bid committee tender process for tenders (specification, evaluation and adjudication).
- Implementing electronic catalogues for PURCO contracts and other suppliers to reduce the number of low-value orders.
- Rolling out i-Expense for clearing of advances and reimbursement claims.
- Making all payslips available electronically.
- Enhancing the online temp processing system with the roll-out of web application and the invigilator process.
- Implementing a scanning system to aid in the asset verification process.
- Supplier and enterprise development to form part of preferential procurement as part of the new B-BBEE Code of Good Conduct. We have to contribute as an institution to the development of suppliers and enterprises.

## **OUR 2014 PERFORMANCE IN TERMS OF STATISTICS**

- The University achieved maximum points for Preferential Procurement, which is 20 out of a possible 20.
- The Accounts Payable Department processed 67 123 invoices to the value of R1.261 billion during 2014, compared to 2013 whereby 63 723 invoices were processed to the value of R1.102 billion.
- The Payroll Department paid an average of 3 140 permanent and contract staff and 2 835 temporary staff, amounting to a total spend of R1.74 billion for the year, compared to the R1.6 billion spent in 2013 for the payment of 3 071 permanent and contract staff and 2 610 temporary staff.
- The Inventory Department was responsible for the movement of goods worth R223 918 325 compared to the value of R110 409 971 for 2013. This was made up of standard stock items as well as buy-outs received.
- The Tenders Department processed 2 016 orders to the value of R685 million compared to the 1 239 orders valued at R431 million in 2013.
- The Procurement department processed 17 929 orders to the value of R226 million compared to the 17 072 orders, valued at R223 million in 2013.

## **RISKS AND CONTROLS**

Fraud and corruption are areas that are still of concern, since, even though we do have good controls in place, it is very difficult to detect collusion. However, we have made it clear that the University will not tolerate any fraud and corruption and will deal with the perpetrators in the strongest possible way, including instituting criminal charges. Integrity, vigilance and strict adherence to controls continue to be an absolute and ongoing priority.

## **ENVIRONMENTAL SUSTAINABILITY: REDUCE, REUSE AND RECYCLE**

The Finance Expenditure Division prides itself on finding new ways to reduce the University's carbon footprint; consequently, the following measures were introduced:

Redundant and unused old furniture, computers and equipment have been redeployed within UJ, donated to deserving organisations or sold as scrap.

It is envisaged that the full roll-out of electronic tracking/storage solutions, such as ImageNow, Procure-to-Pay, MyMarket and i-Expense, will greatly enhance the Finance Expenditure Division's vision of going paperless, which would result in improved efficiencies and would be of inestimable value to the environment.

## **COMMUNITY SERVICE**

Finance Expenditure has, since 2012, reached out to HIV/AIDS orphans and children who are in the care of Barbara Mthimkhuli at Ubuhle Bezwe Children's Home in Thembisa. On 5 December 2014 we treated them to an outing and Christmas party at Jimmy Jungles in Boksburg where they enjoyed eats, treats and exhausted themselves in the indoor play arena. The children and caregivers also received lots of gifts from Santa Claus that day.

## **CONCLUSION**

The Finance Expenditure Division would like to be seen as an integral part of the University of Johannesburg that enables the institution to achieve its overall objectives. We are proud to say that we serve the University with integrity, dedication, commitment and pride and will continue to do so.

We look forward to the year ahead with its challenges, developments and victories as we live the UJ brand philosophy: 'You Unlimited', which translates to 'rethink' and 'reinvent' the way we approach Finance and Service Delivery at the UJ.



**Hennie Kruger (Mr)**

Executive Director: Expenditure



**Jaco van Schoor (Mr)**

Deputy Vice-Chancellor: Finance

# TECHNOLOGY TRANSFER OFFICE

## EXECUTIVE SUMMARY

The Technology Transfer Office and Commercialisation (TTO) endeavours to assist innovative entrepreneurs, as well as inventors, in the commercial implementation of novel technologies or business processes. We advise and assist clients in developing strategies for protection of intellectual property (IP) – to which end we draft the relevant legal agreements, manage the patenting of inventions and registration of trademarks, acquire funding for further development of inventions, establish start-up companies or acquire equity in established companies subsequent to commercial due diligence. Our criteria for commercialisation of a project are scalability and the market potential thereof.

The drive of the TTO in 2014 was to introduce systems and procedures for a professional TTO at UJ and to drive a small number of high-potential inventions to Commercialisation. This included new management structures, IP management systems, participating in public forums and marketing of the Department. Two new staff members were appointed.

A system involving a Commercial Investment Committee, a Commercial Admin Committee, and weekly operational meetings, was developed. There was also a drive to ensure that all legal agreements and statutory work were up to date.

Although the UJ TTO reports to the DVC Finance, a system of planned collaboration with Research has been developed to ensure that the research management staff are aware of the services of the TTO. This is done through monthly meetings on executive management level and presentations at the annual Research Indaba to further address the core functions of the TTO.

Collaboration with Resolution Circle was formalised to ensure that roles were properly defined. This needs to be completed in 2015.

Throughout 2014 the TTO engaged in projects encompassing a wide variety of disciplines, including ICT, computer vision, medical biochemistry, mechanical, electrical and chemical engineering, industrial design, physics, botany, as well as the humanities.

The TTO also participated in the NIPMO Full Costing Sub-Committee in the development of the *Guiding principles for determining the full cost of research and development at publicly financed institutions*.

Working in close partnership with TIA, funds to the value of R1.25 million for three of our champion projects were secured, as well as funding of R3 million from the IAEA for the Mineral PET project.

During 2014, the TTO registered two PCT patents and six new provisional patents, renewed five patents and is still in the process of filing three provisional patents. Patent filing was also done in Australia, Canada, Europe, India and the USA to protect the IP of the Silver Anti-Cancer Compounds project.

In the development of the TTO's scenario plan it was highlighted that the start of the technology transfer process is not with the invention disclosure but earlier in the process of IP development, and that the TTO should

actively participate in the development of IP. An approach of active participation in the establishment of the innovativeness of the institution was taken by the TTO, which resulted in the development and implementation of the Innovation Ambassador (IA) Programme. This principle was approved by MECA and presented at the SARIMA conference in Botswana.

A peer review was conducted in October 2014 to evaluate the TTO on a formal basis. Feedback from the expert panel was favourable, however several recommendations about best practice have been made, which are being addressed in our 2025 strategic plan. This is a process which the UJ TTO envisions will take place on a regular basis.

There have also been new initiatives in the form of IP training, marketing, and an updated website promoting the services of the TTO as more user friendly and easily accessible.

## **OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT**

The TTO is a single unit, which reports to the DVC Finance and is managed by the Director of the TTO. It is further supported by a manager of training and collaboration, two technology transfer officers, a marketing officer and an administrative officer.

Two separate committees were established to act in both an advisory and regulatory capacity. The Commercial Investment Committee (CIC) advises and recommends on investment decisions for new and existing projects, as well as the termination of investments that are no longer viable. The Commercial Unit Companies Committee (CUC) serves to ensure regulatory and governance compliance of the TTO projects.

The TTO also incorporates the annual goals of the DVC Research into its annual strategic objectives, but only reports to the DVC Research through the interdepartmental DVC (Finance) and DVC (Research) Committee

The TTO is included in the University's Risk Register and regular presentations are made at the Risk Committee on the risks and how they are mitigated. All projects need approval by TTO Operational Committee and the CIC for funding. Risks identified that are under the control of the TTO have been mitigated with approval structures and proper systems. The challenge of attracting qualified staff has been addressed but needs to be managed all the time.

## **STRATEGIC FOCUS AND TARGETS**

The primary goal of the UJ TTO is to be a multidisciplinary, one-stop-shop interface between University research and the commercialisation thereof to the benefit of the institution and the inventor.

The goals of both the DVC Finance and DVC Research form the basis for setting the goals of the TTO.

This primary goal is supported by the following annual strategic objectives:

- Efficient and cost-effective transfer of IP to commercial ventures;
- Ensure benefits and the protection thereof (both commercial and otherwise) to the University and all UJ interest groups;
- Promote and sustain UJ's interest in all commercial projects where the TTO is involved;
- Promote enterprise as a logical extension of academic projects;
- Promote and sustain support to new IP-based enterprises linked to UJ;
- Effect efficient resource management for UJ.

## **PERFORMANCE**

With regard to the efficient and effective transfer of IP to commercial ventures, Projects are grouped into three categories, A (highest priority), B (moderate priority) and C (limited priority), based on the following criteria:

- Market potential
- Reputational benefit to UJ
- Societal benefit

This classification is based on qualitative aspects of the value proposition of each project, in terms of innovativeness, scalability and emergent trends within the relevant economic sector.

From the long list of current TTO projects, the following ventures serve as great potential success stories for the University:

### ***Silver anticancer compounds***

This invention pertains to a method for chemically synthesising novel classes of silver complexes that target specific forms of cancer with demonstrable anticancer activity cell culture (in vitro). With the funds received from TIA, the TTO was able to successfully locate and establish a working partnership with a facility located in Potchefstroom that specialise in animal studies. Testing is set to start in early 2015 and positive results are expected.

### ***Mineral Positron Emission Tomography (Mineral PET)***

This project involves a novel application of medical scanning technology for the detection of diamonds within diamond-bearing rock ore. Once the diamonds have been irradiated to extremely low levels, the ore is screened and the diamonds therein are imaged. The relevant ore samples can then be retained for further processing without crushing large diamonds. This patented technology held by both UJ and Wits has been taken forward with the completion of the Demonstration Plant, set up on location at the iThemba Labs. The diamond detection can now be commercially demonstrated to businesses at the current Plant.

Specialised detectors were sponsored to the University of Johannesburg by IAEA. The programming for the detectors is being done by a company based in Italy. Once the detectors and programming are returned to iThemba Labs, the diamond detectability will be enhanced at least five times with far lower radiation.

### ***Gradnet***

2013 saw the exciting return of the new Gradnet – an online platform used to connect students and alumni with their respective universities, industry partners, merchants and many more participants. This platform is to be introduced to students from their first year of studies at their respective university by giving them various value-added propositions and cultivating them into die-hard alumni members.

Throughout 2014, Gradnet was successfully presented to banks, publishers, commercial participants, institutions and eReader suppliers who, without reservations, agreed that the new Gradnet has great potential. Many opted to become part of the Gradnet initiative, rather than attempt to roll out eBooks on their own.

In September, Gradnet's eBook and eReader functionalities were demonstrated to MECA to an enthusiastic response. Initially Gradnet was set to be rolled out to a maximum of two classes as part of the prototype phase. After the presentation to MECA, several faculties showed great eagerness to participate in the Gradnet pilot, and it was decided that all the first-year students in the Faculties of Law and Education will be part of the January 2015 pilot phase. Since then, all first-year prescribed textbooks for these two faculties have been secured in eBook format and will be available for download onto tablets during first-year orientation.

Not only have partnerships been established with VitalSource, Google and several publishers, but also with a banking partner, ISP Cash. This partnership has great potential for providing multiple value-added commercial benefits to students and alumni which includes: safe electronic transactions and eWallet facilities, cheaper airtime, electricity, discounts to stores located within a 10 km radius and much more.

### ***Naledi***

After the initial development of a fingerprinting capturing device that proved to be too costly, an alternative system was considered involving a tablet running on Windows software. This alternative system works very well; tablets are far more robust and cheaper than the self-manufactured units. Industrial Design was invited to finalise the design of a casing to fit the tablet.

The new devices were successfully tested in classes with a 100% accuracy rate when measuring attendance. The technology was also used to issue graduation certificates and tablets to students. More tablets will be purchased shortly and examination attendance will be captured for regulatory purposes.

## **EyeThenticate**

Following several years of research and development, computervision scientists from the Hypervision Research Laboratory at the Resolution Circle have successfully developed a revolutionary biometric technology that can easily be deployed on a standard, off-the-shelf smartphone or a tablet running iOS, Android or Windows Mobile, and without requiring any peripheral devices or any special training. This new method of identification uses patterns found in the conjunctival vasculature structure of the human eye which are unique, uniform and stable throughout the lifetime of a user. Using computervision technologies and algorithms make it possible to identify a registered user on a BYOD (bring your own device) to very high levels of confidence.

EyeThenticate has attracted numerous interests from various potential industry partners such as banks who are eager to invest a significant amount in the project going forward.

## **Other TTO initiatives and projects**

The TTO has worked on various other projects, each in their own phase of development, with many new invention disclosures being made, as a result of the rollout of marketing initiatives to the various faculties, as well as the UJ Talent Programme. Some of the disclosures worth mentioning include:

- **Collapsible wheel** – Based on vehicle accident statistics the fatality rate is significantly high when vehicles flip over during collisions, especially when consumers drive 'higher' vehicles such as SUVs. This technology assists in the avoidance of vehicles from flipping over should they be involved in such collisions, thereby dramatically reducing and even eliminating this occurrence from happening. The TTO has reached the phase where a 3D model has been printed for testing and demonstration to potential industry partners.
- **Accelerated plant growth method** – This unique invention found an exceptional manner for applying chemicals to plants. These chemicals are then able to bypass the photosynthesis phase which significantly reduces the time of a plant to reach ripeness for harvesting. Two farmers have shown interest and agreed for this project to be tested on their crops to determine scalability and commercial technical robustness.
- **Paediatric hospital bed** – A student from FADA designed a unique new hospital bed for infants that address challenges currently faced by medical staff. This project is still in the initial phase but is progressing rapidly. The inventor in collaboration with the TTO is aiming to be the sole provider of paediatric beds in the Nelson Mandela Children's Hospital upon its opening in 2016.

Included in the TTO portfolio was involvement in various commercial projects such as opening of the new Arts Centre Deli, facilitating in UJ Unlimited Brand Shop matters, advising on the Car Wash project as a social responsible initiative, supporting in all QVS technicalities and assisting the UJ Library to look into the potential of opening a coffee shop.

## **CONCLUSION AND WAY FORWARD**

The TTO is not yet a mature office and has to be seen as a young, developing TTO. The drive of the TTO in 2014 was to introduce systems and procedures for a professional TTO at UJ and to drive a small number of high potential inventions to commercialisation.

The TTO has increased its presence within the University by facilitating IP Workshops (in conjunction with RC), updating of our website and the introduction of the Innovation Ambassadors Programme.

There has been good response from the University staff and students and the number of IP disclosures has significantly increased. This has allowed University IP to be successfully defended, protected and commercialised.



**Jaco van Schoor (Mr)**  
Deputy Vice-Chancellor: Finance

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# REPORT: CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL

## OVERVIEW

Despite a tough economic environment, UJ achieved positive operating results during the year under review. Very tight budgetary controls, NSFAS funding shortfalls, rising utility bills, increase in the cost of higher education and the shift in the socio-economic circumstances of the University's students were some of the factors impacting on the financial results for the year. UJ once again registered more students than expected, which resulted in additional tuition fee income of R59 million in 2014. UJ also received R37 million more government subsidy than budgeted for. Occupancy management at our residences improved, resulting in a collection of R6 million more than budget. Externally generated income was also R36 million more than budget.

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 during 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 faculties and departments are required to indicate their strategic goals, how these goals will ensure goal congruence with University-wide strategic 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 faculty or department 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 2025 Strategic Plan, it is clear that additional income generated from the strong Statement of Financial Position, as well as third-party financial contributions, will remain very important in supporting and funding future strategic initiatives.

The widening gap between funding allocated by NSFAS and demand from students continues to place pressure on the operating results and eventually the reserves of the University. While UJ has contributed R46 million towards this funding gap, the sustainability of this contribution is a concern. The MEC is, on a continual basis, seeking alternatives to fund the difference and is also in discussion with NSFAS and the Department of Higher Education and Training (DoHET) as this is a systemic financial risk. This year saw improved collection of amounts owed to UJ by NSFAS (allocated by DoHET), which provided a relief to the cash flow of the University. However, the recoverability of conduit funding provided by other government entities through NSFAS has become a concern.



Financial control involves monthly reporting to appropriate line managers, approval of all expenses as required by the Finance Committee of Council, an approved Financial and Contract Delegation of Authority Framework and budget control as exercised by relevant financial business partners in the various faculties and departments. To this end continuous internal audits are performed to evaluate the effectiveness of the internal controls.

The 2014 Annual Financial Statements were again prepared to comply with the International Financial Reporting Standards (IFRS) and the Department of Higher Education and Training reporting requirements. UJ achieved an operating surplus on budgeted activities of R120 million (2013: R79 million). A total surplus, before post retirement obligation adjustments, fair value adjustment and after taking investment income into account, of R353 million (2013: R301 million) was achieved. The main drivers for this outperformance include higher-than-expected enrolments, resulting in higher tuition fee income; better-than-expected state subsidy income; improved residence fee income generation; increased external funding and savings on operating expenses.

UJ closely monitors the ratio of remuneration and related expenses (including leave payments, post-retirement medical aid – PRMA – and pension fund liability increases) to recurring income. This ratio is an indication of the operating risk of the institution. During 2014 the actual ratio was 61% (2013:61%). Management is satisfied that this ratio is not too high but continuous efforts are made to manage the ratio.

Reserves were positively impacted by good investment management during the year. In total our investments outperformed the risk-adjusted benchmarks despite the poor economic outlook. Reserves consist of individual research reserves, departmental and faculty reserves, general University reserves, the fair value adjustment on investments, the reserves of the UJ Trust and funds managed on behalf of external parties (mostly bursary funds).

UJ's financial position, as stated in the Statement of Financial Position, reflects the financial control measures implemented in 2014. The MEC is convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2015 and beyond.



**J.P. Burger (Mr)**  
Chairperson: Council Finance Committee

CONSOLIDATED  
ANNUAL  
FINANCIAL  
STATEMENTS

FOR THE  
YEAR ENDED  
31 DECEMBER 2014



UNIVERSITY  
OF  
JOHANNESBURG

**RETHINK. REINVENT.**

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# CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 DECEMBER 2014

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## **STATEMENT OF RESPONSIBILITY OF THE MEMBERS OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2014**

The Council is responsible for the maintenance of adequate accounting records and preparation, integrity and fair presentation of the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries. The auditors are responsible for reporting on the fair presentation of the consolidated and separate financial statements.

The consolidated and separate financial statements presented in this Annual Report for 2014 have been prepared in accordance with International Financial Reporting Standards, and the requirements of the Higher Education Act of South Africa as amended, 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 consolidated and separate financial statements.

The going concern basis has been adopted in the preparation of the consolidated and separate 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 consolidated and separate financial statements.

The consolidated and separate financial statements have been audited by PricewaterhouseCoopers Inc., who were 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 THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements on the following pages of the Annual Report were approved by the Council on 11 June 2015 and signed on its behalf by:



**Roy Marcus (Prof.)**  
Chairperson of Council



**Ihron Rensburg (Prof.)**  
Vice-Chancellor and Principal



**Jaco van Schoor (Mr)**  
Deputy Vice-Chancellor: Finance



## INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF THE UNIVERSITY OF JOHANNESBURG

### REPORT ON THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

#### Introduction

We have audited the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries set out on pages 392 to 445, which comprise the consolidated and separate statement of financial position as at 31 December 2014 and the consolidated and separate statement of comprehensive income, statement of changes in equity and 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 and separate financial statements

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated and separate financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated and separate 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 entity'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 and separate financial statements.

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

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South Africa  
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Africa Senior Partner: S P Kana  
Management Committee: H Boegman, T P Blandin de Chalais, B M Deegan, J G Louw, S N Madikane, P J Mothibe, T D Shango, S Subramoney, A R Tilakdari,  
F Tonelli  
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

### **Opinion**

In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the University of Johannesburg and its subsidiaries as at 31 December 2014, 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, as amended.

### **Unaudited supplementary schedules**

The supplementary information set out on pages 446 to 450 does not form part of the financial statements and is presented as additional information. We have not audited these schedules and, accordingly, we do not report 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 on the reported performance information against predetermined objectives for the selected objectives presented in the annual report, non-compliance with legislation as well as internal control. We performed tests to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, we do not express an opinion or conclusion on these matters.

### **Predetermined objectives**

We performed procedures to obtain evidence about the reliability of the reported performance information for the following objectives presented in the annual performance report of the University for the year ended 31 December 2014:

- Objective 1: Research and Innovation;
- Objective 2: Teaching and Learning;
- Objective 3: International Profile;
- Objective 4: Student Experience;
- Objective 5: Reputation Management; and
- Objective 6: Fitness for Purpose.

We evaluated the reported performance information against the overall criteria reliability.

We assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not raise any material findings on the reliability of the reported performance information for the selected objectives.

### **Compliance with legislation**

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, the Institutional Scorecard and compliance with legislation.

We did not identify any significant deficiencies in internal control.

**Leadership**

No matters to report.

**Financial and performance management**

No matters to report.

**Governance**

No matters to report.

**OTHER REPORTS**

**Investigations**

We were not engaged to conduct any investigations.

**Audit-related services and special audits - Agreed-upon procedures**


Agreed-upon procedures on certificates were performed for grants, other funding and similar items.

Below is the list of Agreed-upon procedures engagements performed in relation to 2014/2015:

<b>Entity name/ engagement</b>	<b>Purpose of the engagement</b>	<b>Period covered</b>
Loans guaranteed by the state	Agreeing interest and capital amounts outstanding for loans received from the National Government.	1 January 2014 - 31 December 2014
National Research Foundation	Agreeing the deposits, expensed amounts and additional funding to supporting documentation.	1 January 2014 - 31 December 2014
Interest and Redemption Claim	Agreeing the interest claim per the university loan schedule to that of the ITS system.	1 January 2015 - 31 March 2015
DHET Infrastructure Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015
University of Johannesburg Metropolitan Academy expense	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015
Mintek	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015
Water Research Commission	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015
Teaching Development Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015



Health Sciences Infrastructure Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015
Research Articles Grant	Agreeing the existence of the articles and publications to authorised publications.	1 January 2014 - 31 December 2014
Technology Innovation Agency Funding	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015
National Language Service (DAC)	Agreeing payments and expenditure to supporting documentation.	1 January 2014 - 31 December 2014
Childhood Education Grant	Agreeing payments and expenditure to supporting documentation.	01 January 2011 - 31 March 2014
DHET Research and Development Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015
Foundation Grant	Agreeing payments and expenditure to supporting documentation.	1 April 2014 - 31 March 2015
Technology and Human Resources for Industry Programme (THRIP)	Agreeing the deposits, expensed amounts and additional funding to supporting documentation.	1 April 2014 - 31 March 2015

  
 PricewaterhouseCoopers Inc.  
 Director: D.A. Desai  
 Registered Auditor  
 Johannesburg  
 19 June 2015



CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2014

	Notes	Consolidated		University	
		2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	3	1 983 839	1 645 916	1 920 528	1 578 244
Intangible assets	4	11 078	5 614	7 968	4 553
Investment in associates and joint ventures	5	82 614	83 212	82 614	83 212
Available-for-sale financial assets	6	3 107 758	2 967 826	3 210 370	3 061 366
Other long term employee benefits	15	65 715	68 681	65 715	68 681
		<b>5 251 004</b>	<b>4 771 249</b>	<b>5 287 195</b>	<b>4 796 056</b>
<b>Current Assets</b>					
Inventories	7	4 197	4 270	4 197	4 270
Trade receivables and prepayments	8	176 781	306 140	175 256	304 106
- Students fees		106 037	237 860	106 037	237 860
- Other receivables		70 744	68 280	69 219	66 246
Cash and cash equivalents	9	255 631	225 480	241 709	220 851
		<b>436 609</b>	<b>535 890</b>	<b>421 162</b>	<b>529 227</b>
<b>Total Assets</b>		<b>5 687 613</b>	<b>5 307 139</b>	<b>5 708 357</b>	<b>5 325 283</b>
<b>EQUITY AND LIABILITIES</b>					
<b>EQUITY</b>					
<b>Non-distributable reserves</b>					
Funds invested in property, plant and equipment		1 893 778	1 547 819	1 897 361	1 547 818
Non-current investment revaluation		594 889	641 977	594 889	641 977
		<b>2 488 667</b>	<b>2 189 796</b>	<b>2 492 250</b>	<b>2 189 795</b>
<b>Reserve funds</b>					
<i>Restricted use funds</i>					
Student residences funds		75 715	68 858	75 715	68 858
Trust/donor/bursary funds		915 031	855 329	915 031	855 329
		<b>990 746</b>	<b>924 187</b>	<b>990 746</b>	<b>924 187</b>
<i>Unrestricted use funds</i>					
Designated/committed funds		152 188	36 602	168 033	45 164
Undesignated funds		1 079 137	1 302 474	1 079 137	1 302 474
		<b>1 231 325</b>	<b>1 339 076</b>	<b>1 247 170</b>	<b>1 347 638</b>
<b>Total Equity</b>		<b>4 710 738</b>	<b>4 453 059</b>	<b>4 730 166</b>	<b>4 461 620</b>
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>					
Borrowings	10	27 285	31 611	27 285	31 611
Deferred revenue	12	117 364	98 153	117 364	98 153
Long term employee benefit obligation	15	234 213	170 287	234 213	170 287
		<b>378 862</b>	<b>300 051</b>	<b>378 862</b>	<b>300 051</b>
<b>Current liabilities</b>					
Trade payables, accruals and other liabilities	13	405 978	353 736	407 294	362 631
Student deposits and income received in advance	11	111 498	101 027	111 498	101 715
Borrowings	10	3 849	3 367	3 849	3 367
Deferred revenue	12	76 688	95 899	76 688	95 899
		<b>598 013</b>	<b>554 029</b>	<b>599 329</b>	<b>563 612</b>
<b>Total Liabilities</b>		<b>976 875</b>	<b>854 080</b>	<b>978 191</b>	<b>863 663</b>
		<b>5 687 613</b>	<b>5 307 139</b>	<b>5 708 357</b>	<b>5 325 283</b>

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31 DECEMBER 2014

	Notes	Consolidated		University	
		2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>Revenue</b>		<b>2 919 072</b>	<b>2 629 557</b>	<b>2 913 211</b>	<b>2 627 974</b>
State appropriations - subsidies and grants		1 389 135	1 303 513	1 389 135	1 303 513
Tuition and other fee income	16	1 412 080	1 212 996	1 412 128	1 212 996
Research income		117 857	113 048	111 948	111 465
Other operating income	19	265 229	281 038	263 660	279 600
<b>Operating income</b>		<b>3 184 301</b>	<b>2 910 595</b>	<b>3 176 871</b>	<b>2 907 574</b>
Personnel costs	14	(1 844 026)	(1 647 900)	(1 817 208)	(1 630 930)
Depreciation	3	(89 801)	(79 197)	(88 017)	(78 865)
Amortisation	4	(8 664)	(2 443)	(8 611)	(2 407)
Bursaries	18	(234 736)	(204 807)	(234 703)	(204 807)
Other operating expenses	17	(1 049 558)	(949 062)	(1 061 865)	(960 548)
<b>Operating surplus/(deficit)</b>		<b>(42 484)</b>	<b>27 186</b>	<b>(33 533)</b>	<b>30 017</b>
Share of profit/(loss) of associate	5	(2 571)	(2 184)	(2 571)	(2 184)
Income from investments	20	384 707	281 737	384 707	281 737
Finance income	21	18 150	12 594	18 015	11 906
Finance costs	21	(18 024)	(18 364)	(18 024)	(18 364)
Other gains/(losses)	6	(9 427)	-	(9 427)	-
<b>Surplus for the year</b>		<b>330 351</b>	<b>300 969</b>	<b>339 167</b>	<b>303 112</b>
<b>Other comprehensive income/(loss)</b>					
<i>Items that may be subsequently reclassified to profit or loss</i>					
Fair value adjustments on available-for-sale financial assets	6	(47 088)	269 869	(47 088)	269 869
<i>Items that will not be subsequently reclassified to profit or loss</i>					
Actuarial gains and losses on defined benefit plans	15	(25 718)	33 867	(25 718)	33 867
<b>Total comprehensive income for the year</b>		<b>257 545</b>	<b>604 705</b>	<b>266 361</b>	<b>606 848</b>

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2014**

Consolidated	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
<b>Balance as at 01 January 2014</b>	1 302 474	36 602	1 339 076	855 329	68 858	924 187	641 977	1 547 819	4 453 059
Share of Profit / Loss in associate 2013	2 184	-	2 184	-	-	-	-	-	2 184
Surplus for the year	1 304 658	36 602	1 341 260	855 329	68 858	924 187	641 977	1 547 819	4 455 243
Other comprehensive income/(loss)	197 311	-	197 311	124 514	8 526	133 040	-	-	330 351
Transfers	(25 718)	-	(25 718)	-	-	-	(47 088)	-	(72 806)
	(397 114)	-	(281 528)	(64 812)	(1 669)	(66 481)	-	345 959	(2 050)
<b>Balance as at 31 December 2014</b>	1 079 137	152 188	1 231 325	915 031	75 715	990 746	594 889	1 893 778	4 710 738
<b>Balance as at 01 January 2013</b>	1 059 533	418 404	1 477 937	680 972	60 467	741 439	372 108	1 265 700	3 857 184
Previously unrecognised immaterial subsidiaries	-	(3 022)	(3 022)	-	-	-	-	-	(3 022)
Surplus for the year	1 059 533	415 382	1 474 915	680 972	60 467	741 439	372 108	1 265 700	3 854 162
Other comprehensive income	202 595	-	202 595	89 982	8 392	98 374	-	-	300 969
Transfers	33 867	-	33 867	-	-	-	269 869	-	303 736
	6 479	(378 780)	(372 303)	84 375	(1)	84 375	-	282 119	(5 808)
<b>Balance as at 31 December 2013</b>	1 302 474	36 602	1 339 074	855 329	68 858	924 188	641 977	1 547 819	4 453 059

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2014**

University	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
<b>Balance as at 01 January 2014</b>	1 302 474	45 164	1 347 638	855 329	68 858	924 187	641 977	1 547 818	4 461 620
Share of Profit / Loss in associate 2013	2 184	-	2 184	-	-	-	-	-	2 184
Surplus for the year	1 304 658	45 164	1 349 822	855 329	68 858	924 187	641 977	1 547 818	4 463 804
Other comprehensive income	197 308	-	197 308	133 333	8 526	141 859	-	-	339 167
Transfers	(25 718)	-	(25 718)	-	-	-	(47 088)	-	(72 806)
	(397 111)	122 869	(274 243)	(73 631)	(1 669)	(75 300)	-	349 543	-
<b>Balance as at 31 December 2014</b>	1 079 137	168 033	1 247 170	915 031	75 715	990 746	594 889	1 897 361	4 730 166
<b>Balance as at 01 January 2013</b>	1 059 533	418 404	1 477 937	680 972	60 467	741 439	372 108	1 265 700	3 857 184
Previously unrecognised immaterial subsidiaries	-	3 400	3 400	-	-	-	-	-	3 400
Surplus for the year	1 059 533	421 804	1 481 337	680 972	60 467	741 439	372 108	1 265 700	3 860 584
Other comprehensive income	202 597	-	202 597	92 123	8 392	100 515	-	-	303 112
Transfers	28 058	-	28 058	-	-	-	269 869	-	297 927
	12 286	(376 640)	(364 351)	82 234	(1)	82 233	-	282 118	-
<b>Balance as at 31 December 2013</b>	1 302 474	45 164	1 347 638	855 329	68 858	924 187	641 977	1 547 818	4 461 620

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2014

	Notes	Consolidated		University	
		2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>Cash flows from operating activities</b>					
Cash generated from/(utilised in) operations	23	325 944	221 090	324 283	235 173
Finance cost	21	(18 024)	(18 364)	(18 024)	(18 364)
Finance income	21	18 150	12 594	18 015	11 906
<b>Net cash generated from operating activities</b>		<b>326 070</b>	<b>215 320</b>	<b>324 274</b>	<b>228 715</b>
<b>Cash flows from investing activities</b>					
Purchases of property, plant and equipment	3	(428 553)	(431 114)	(431 165)	(363 032)
Proceeds from disposal of property, plant and equipment	23	846	7 268	846	7 190
Purchases of intangible assets	4	9 706	(3 995)	11 793	(2 898)
Purchase of investments	6	(1 103 818)	(1 847 860)	(1 112 891)	(1 941 401)
Proceeds from sale of available-for-sale financial assets	6	1 107 101	1 949 677	1 109 202	1 956 093
(Increase) in loan to associate	25	(2 000)	(29 700)	(2 000)	(29 700)
Interest income	20	83 687	76 155	83 687	76 155
Dividends received	20	40 956	37 064	40 956	37 064
<b>Net cash (outflow) from investing activities</b>		<b>(292 075)</b>	<b>(242 505)</b>	<b>(299 572)</b>	<b>(260 529)</b>
<b>Cash flows from financing activities</b>					
Increase/(Decrease) in government grant	12	-	67 634	-	67 634
Repayments of borrowings	10	(3 844)	(4 379)	(3 844)	(4 379)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>(3 844)</b>	<b>63 255</b>	<b>(3 844)</b>	<b>63 255</b>
<b>Net increase in cash and cash equivalents</b>		<b>30 151</b>	<b>36 070</b>	<b>20 858</b>	<b>31 441</b>
Cash and cash equivalents at beginning of the year		225 480	189 410	220 851	189 410
<b>Cash and cash equivalents at end of the year</b>	9	<b>255 631</b>	<b>225 480</b>	<b>241 709</b>	<b>220 851</b>

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 1 General information

The consolidated and separate financial statements were authorised for issue by the Council on 11 June 2015.

The University of Johannesburg is a Higher Education Institution governed by the Higher Education Act 1997 (Act no 101 of 1997 as amended) 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, and the requirements of the Minister of Higher Education and Training as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997) as amended ("IFRS").

The consolidated and separate 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.

##### 2.1.1 Going concern

The University's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the University will 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 continues to adopt the going concern basis in preparing its annual consolidated financial statements.

##### 2.1.2 Changes in accounting policies and disclosures

a) During the year, the following IFRS, amendments and interpretations of IFRS became effective:

Amendments to IAS 32 – Financial Instruments: Presentation (01 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.

Amendments to IFRS 10, consolidated financial statements', IFRS 12 and IAS 27 for investment entities (01 January 2014) - The amendments mean that many funds and similar entities will be exempt from consolidating most of their subsidiaries. Instead they will measure them at fair value through profit or loss. The amendments give an exception to entities that meet an 'investment entity' definition and which display particular characteristics.

IASB issues narrow-scope amendments to IAS 36, 'Impairment of assets' (01 January 2014) - These amendments address the disclosure of information about the recoverable amount of impaired assets if that amount is based on fair value less cost of disposal.

Amendment to IAS 19 regarding defined benefit plan (01 July 2014) - These narrow scope amendments apply to contributions from employees or third parties to defined benefit plans. The objective of the amendments is to simplify the accounting for contributions that are independent of the number of years of employee service, for example, employee contributions that are calculated according to a fixed percentage of salary.

Amendment to IFRS 3, 'Business combinations' (01 July 2014) - The standard is amended to clarify that an obligation to pay contingent consideration which meets the definition of a financial instrument is classified as a financial liability or as equity, on the basis of the definitions in IAS 32, 'Financial instruments: Presentation'. The standard is further amended to clarify that all non-equity contingent consideration, both financial and non-financial, is measured at fair value at each reporting date, with changes in fair value recognised in profit and loss. Consequential changes are also made to IFRS 9, IAS 37 and IAS 39.

IAS 16, 'Property, plant and equipment', and IAS 38, 'Intangible assets' (01 July 2014) - Both standards are amended to clarify how the gross carrying amount and the accumulated depreciation are treated where an entity uses the revaluation model. The carrying amount of the asset is restated to the revalued amount.

The split between gross carrying amount and accumulated depreciation is treated in one of the following ways:

- either the gross carrying amount is restated in a manner consistent with the revaluation of the carrying amount, and the accumulated depreciation is adjusted to equal the difference between the gross carrying amount and the carrying amount after taking into account accumulated impairment losses; or
- the accumulated depreciation is eliminated against the gross carrying amount.

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 2.1.2 Changes in accounting policies and disclosures (continued)

IAS 24, 'Related party disclosures' (01 July 2014) - The standard is amended to include, as a related party, an entity that provides key management personnel services to the reporting entity or to the parent of the reporting entity ('the management entity')

IFRS 13, 'Fair value measurement' (01 July 2014) - The amendment clarifies that the portfolio exception in IFRS 13, which allows an entity to measure the fair value of a group of financial assets and financial liabilities on a net basis, applies to all contracts (including non-financial contracts) within the scope of IAS 39 or IFRS 9.

IAS 40, 'Investment property' (01 July 2014) - The standard is amended to clarify that IAS 40 and IFRS 3 are not mutually exclusive. The guidance in IAS 40 assists preparers to distinguish between investment property and owner-occupied property. Preparers also need to refer to the guidance in IFRS 3 to determine whether the acquisition of an investment property is a business combination.

IFRS 3, 'Business combinations' (01 July 2014) - The standard is amended to clarify that IFRS 3 does not apply to the accounting for the formation of any joint arrangement under IFRS 11. The amendment also clarifies that the scope exemption only applies in the consolidated and separate financial statements of the joint arrangement itself.

Amendment to IFRS 13, 'Fair value measurement' (01 July 2014) - When IFRS 13 was published, paragraphs B5.4.12 of IFRS 9 and AG79 of IAS 39 were deleted as consequential amendments. This led to a concern that entities no longer had the ability to measure short-term receivables and payables at invoice amounts where the impact of not discounting is immaterial. The IASB has amended the basis for conclusions of IFRS 13 to clarify that it did not intend to remove the ability to measure short-term receivables and payables at invoice amounts in such cases.

IFRIC 21 – Accounting for levies. (01 January 2014) - IFRIC 21, 'Levies', sets out the accounting for an obligation to pay a levy that is not income tax. The interpretation addresses diversity in practice around when the liability to pay a levy is recognised.

### 2.1.3 Changes in accounting policies and disclosures - not yet effective

IFRS 9 – Financial Instruments (2009) (01 January 2018) - 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.

IFRS 9 – Financial Instruments (2010) (01 January 2018) - The IASB has issued 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) (01 January 2018) - 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 2018. 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.

Amendment to IFRS 11, 'Joint arrangements' on acquisition of an interest in a joint operation. (01 January 2016) - This amendment adds new guidance on how to account for the acquisition of an interest in a joint operation that constitutes a business. The amendments specify the appropriate accounting treatment for such acquisitions.

Amendment to IAS 16, 'Property, plant and equipment' and IAS 38, 'Intangible assets', on depreciation and amortisation. (01 January 2016) - In this amendment the IASB has clarified that the use of revenue based methods to calculate the depreciation of an asset is not appropriate because revenue generated by an activity that includes the use of an asset generally reflects factors other than the consumption of the economic benefits embodied in the asset. The IASB has also clarified that revenue is generally presumed to be an inappropriate basis for measuring the consumption of the economic benefits embodied in an intangible asset.

IFRS 15 – Revenue from contracts with customers. (01 January 2017) - The FASB and IASB issued their long awaited converged standard on revenue recognition on 29 May 2014. It is a single, comprehensive revenue recognition model for all contracts with customers to achieve greater consistency in the recognition and presentation of revenue. Revenue is recognised based on the satisfaction of performance obligations, which occurs when control of good or service transfers to a customer.

IFRS 5 Non-current Assets Held for Sale and Discontinued Operations (01 January 2016) - This is an amendment to the changes in methods of disposal - Assets (or disposal groups) are generally disposed of either through sale or through distribution to owners. The amendment to IFRS 5 clarifies that changing from one of these disposal methods to the other should not be considered to be a new plan of disposal, rather it is a continuation of the original plan. There is therefore no interruption of the application of the requirements in IFRS 5. The amendment also clarifies that changing the disposal method does not change the date of classification.

IFRS 7 – Financial Instruments; Disclosures (01 January 2016) - Applicability of the offsetting disclosures to condensed interim financial statements. The amendment removes the phrase 'and interim periods within those annual periods' from paragraph 44R, clarifying that these IFRS 7 disclosures are not required in the condensed interim financial report. However, the Board noted that IAS 34 requires an entity to disclose '[...] an explanation of events and transactions that are significant to an understanding of the changes in financial position and performance of the entity since the end of the last annual reporting period'. Therefore, if the IFRS 7 disclosures provide a significant update to the information reported in the most recent annual report, the Board would expect the disclosures to be included in the entity's condensed interim financial report.

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 2.1.3 Changes in accounting policies and disclosures - not yet effective (continued)

IFRS 7 – Financial Instruments; Disclosures (01 January 2016) - Servicing contracts - The amendment clarifies that a servicing contract that includes a fee can constitute continuing involvement in a financial asset. An entity must assess the nature of the fee and arrangement against the guidance for continuing involvement in paragraphs IFRS 7.B30 and IFRS 7.42C in order to assess whether the disclosures are required.

IAS 19 – Employee Benefits (01 January 2016) - Discount rate: regional market issue - The amendment to IAS 19 clarifies that market depth of high quality corporate bonds is assessed based on the currency in which the obligation is denominated, rather than the country where the obligation is located. When there is no deep market for high quality corporate bonds in that currency, government bond rates must be used.

## 2.2 Consolidation

### 2.2.1 Subsidiaries

#### a) Acquisition of subsidiaries

The University applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the University. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at fair value. The University recognised any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement.

Any contingent consideration to be transferred by the University is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IAS 39 either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the University's accounting policies.

#### b) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

#### (c) Disposal of subsidiaries

When the University ceases to have control any retained interest in the entity is re measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the University had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

### 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.

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.



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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 2.3 Fund allocation

Equity is divided into the following categories:

- Utilised funds
- Available funds
  - o Restricted funds
  - o 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:

- o National Research Foundation and similar funds – restricted use
- o Endowment funds – restricted use
- o Bursaries and scholarship funds – restricted use
- o Residences funds - restricted use
- o 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
  - o Personal research funds
  - o Departmental reserve funds
  - o Departmental bursaries funds
  - o Division reserve funds
  - o Bursaries and scholarships
  - o Maintenance of property, plant and equipment
  - o Replacement of plant and equipment
  - o Acquisition of library and art collections
- Committed funds
  - o Capital projects
  - o 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.

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 2.4 Foreign currency translation

#### a) Functional and presentation currency

Items included in the consolidated and separate 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 and separate 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'.

### 2.5 Property, plant and equipment

Land and buildings comprise mainly, lecture halls, laboratories, residences and administrative buildings.

Property, plant 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 a 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:

Category	Years
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 it is incurred. It is policy that the university only capitalise assets with a value in excess of R15 000, any other assets are expensed in the year that it is incurred.

The residual values and useful lives of assets are reviewed, and adjusted, if appropriate, at the end of each reporting period.

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.

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 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 closing prices as this is most representative of fair value in the circumstance. 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.

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.

#### 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) by 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 for 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.

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**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014****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.

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 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.

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.

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 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 ("TWR") and Vista University ("VISTA"). The University provided a once off voluntary buy-out offer to qualifying employees to transfer their post-retirement medical aid benefit into their current retirement fund. The University has no further obligation for these employees. 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 Long service awards

The University awards long service cash payments to qualifying staff as predetermined milestones are reached for uninterrupted service. These cash awards are subject to income tax as prescribed by South African Revenue Services.

### 2.16 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 measureable until all contingencies relating to the activity have been resolved.

#### 2.16.1 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.

#### 2.16.2 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 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.

#### 2.16.3 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.

#### 2.16.4 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.

#### 2.16.5 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.

#### 2.16.6 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.

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 2.16.7 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.

#### 2.16.7.1 Grants with specific conditions

These are grants with specific conditions in relation to either the expense they aim to compensate, period in which they need to be spent, conditions to repay when certain conditions are not fulfilled, etc.

Grants received to compensate for expenses to be incurred are often prescriptive in nature and therefore are 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.

#### 2.16.7.2 Grants with no specific conditions

These are grants with no specific conditions in relation to either the expense they aim to compensate, period in which they need to be spent, conditions to repay when certain conditions are not fulfilled, etc.

Private gifts, grants and donations with no specific condition in relation to either the expenses they aim to compensate, period in which they need to be spent, 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.

### 2.16.8 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.

### 2.16.9 Finance income

Finance income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity, when it is determined that such income will accrue to the University.

## 2.17 Accounting for leases

### 2.17.1 Operating leases

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.

### 2.17.2 Finance leases

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.

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**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**2.18 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.

**2.19 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.

**2.20 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.

**2.21 Tax**

The University is exempt from income 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.



NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

3 Property, plant and equipment

Consolidated	Vehicles		Network & Mainframe computer equipment		Computer equipment		Furniture & equipment		Electric generators		Gas boilers		Air conditioners and plants		Lifts		Buildings		Total	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Cost as at 1 January 2014</b>	39 602	48 851	31 830	302 458	14 977	597	33 434	20 623	1 631 667	2 124 039										
Additions during the year	4 755	17 678	2 182	78 324	1 812	-	10 822	19 086	293 894	428 553										
Adjustment	-	-	-	(2)	-	-	-	-	-	79										
Reclassifications	-	-	-	(481)	303	-	54	-	(52)	(176)										
Disposals during the year	(693)	(6 588)	(3 839)	(1 790)	-	-	(2 900)	(141)	(47)	(15 998)										
<b>Cost as at 31 December 2014</b>	<b>43 664</b>	<b>59 941</b>	<b>30 173</b>	<b>378 509</b>	<b>17 092</b>	<b>597</b>	<b>41 410</b>	<b>39 568</b>	<b>1 925 541</b>	<b>2 536 495</b>										
Accumulated depreciation																				
Accumulated depreciation as at 1 January 2014	(17 081)	(22 508)	(22 990)	(107 439)	(7 199)	(435)	(10 315)	(7 752)	(282 404)	(478 123)										
Current year depreciation	(5 845)	(12 772)	(3 799)	(32 829)	(1 483)	(31)	(2 665)	(606)	(29 771)	(89 801)										
Depreciation on disposal made during the year	(5)	-	(57)	(17)	-	-	(15)	-	-	(94)										
Depreciation on reclassifications	384	6 588	3 473	1 327	(4)	-	2 900	141	553	15 362										
<b>Accumulated depreciation as at 31 December 2014</b>	<b>(22 547)</b>	<b>(28 692)</b>	<b>(23 373)</b>	<b>(138 958)</b>	<b>(8 686)</b>	<b>(466)</b>	<b>(10 095)</b>	<b>(8 217)</b>	<b>(311 622)</b>	<b>(552 656)</b>										
<b>Net carrying amount</b>																				
Cost as at 31 December 2014	43 664	59 941	30 173	378 509	17 092	597	41 410	39 568	1 925 541	2 536 495										
Accumulated depreciation as at 31 December 2014	(22 547)	(28 692)	(23 373)	(138 958)	(8 686)	(466)	(10 095)	(8 217)	(311 622)	(552 656)										
<b>Net carrying amount as at 31 December 2014</b>	<b>21 117</b>	<b>31 250</b>	<b>6 800</b>	<b>239 551</b>	<b>8 406</b>	<b>131</b>	<b>31 315</b>	<b>31 351</b>	<b>1 613 919</b>	<b>1 983 839</b>										
Assets with zero net carrying value as at 31 December 2014 included above at cost, but still in use	6 698	5 679	14 090	10 687	1 800	288	2 677	777	23 605	66 301										
Assets under construction, that are included in the balances above	(24)	-	50	25 942	-	-	-	-	352 975	378 943										

The useful life of all zero valued assets is reviewed on an ongoing basis.

As of 31 December 2014, assets to the amount of R448 803 (2013: R448 803) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

3 Property, plant and equipment

Consolidated	Vehicles		Network & Mainframe computer equipment		Computer equipment		Furniture & equipment		Electric generators		Gas boilers		Air conditioners and plants		Lifts		Buildings		Total	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>2013</b>																				
<b>Cost as at 1 January 2013</b>	24 421	36 577	30 633	233 292	13 811	597	18 456	9 138	1 341 399	1 708 324										
Additions during the year	15 489	16 140	3 122	51 188	-	-	14 298	11 485	3 18 103	429 825										
Adjustment	120	-	580	423	-	-	-	-	-	166										
Reclassifications	-	-	-	25 159	1 166	-	680	-	-	-										
Disposals during the year	(428)	(3 866)	(2 505)	(7 604)	-	-	-	-	-	(996)										
<b>Cost as at 31 December 2013</b>	<b>39 602</b>	<b>48 851</b>	<b>31 830</b>	<b>302 458</b>	<b>14 977</b>	<b>597</b>	<b>33 434</b>	<b>20 623</b>	<b>1 631 667</b>	<b>2 124 039</b>										
Accumulated depreciation																				
Accumulated depreciation as at 1 January 2013	(11 831)	(18 366)	(20 348)	(79 750)	(5 472)	(399)	(9 011)	(2 437)	(259 617)	(407 231)										
Current year depreciation	(5 552)	(8 008)	(5 068)	(28 018)	(968)	(36)	(1 074)	(5 315)	(25 158)	(79 197)										
Depreciation on disposal made during the year	302	3 866	2 413	1 702	-	-	-	-	22	8 305										
Depreciation on reclassifications	-	-	13	(1 373)	(759)	-	(230)	-	2 349	-										
<b>Accumulated depreciation as at 31 December 2013</b>	<b>(17 081)</b>	<b>(22 508)</b>	<b>(22 990)</b>	<b>(107 439)</b>	<b>(7 199)</b>	<b>(435)</b>	<b>(10 315)</b>	<b>(7 752)</b>	<b>(282 404)</b>	<b>(478 123)</b>										
<b>Net carrying amount</b>																				
Cost as at 31 December 2013	39 602	48 851	31 830	302 458	14 977	597	33 434	20 623	1 631 667	2 124 039										
Accumulated depreciation as at 31 December 2013	(17 081)	(22 508)	(22 990)	(107 439)	(7 199)	(435)	(10 315)	(7 752)	(282 404)	(478 123)										
<b>Net carrying amount as at 31 December 2013</b>	<b>22 521</b>	<b>26 344</b>	<b>8 840</b>	<b>195 019</b>	<b>7 778</b>	<b>162</b>	<b>23 119</b>	<b>12 871</b>	<b>1 349 263</b>	<b>1 645 916</b>										
Assets with zero net carrying value as at 31 December 2013 included above at cost, but still in use	6 306	8 848	10 816	7 340	1 800	288	5 277	706	3 919	45 300										
Assets under construction, that are included in the balances above	366	939	264	17 250	-	-	-	-	280 965	299 784										

The useful life of all zero valued assets is reviewed on an ongoing basis.

As of 31 December 2013, assets to the amount of R448 803 (2012: R443 000) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

3 Property, plant and equipment

University	Vehicles		Network & Mainframe computer equipment		Computer equipment		Furniture & equipment		Electric generators		Gas boilers		Air conditioners and plants		Lifts		Buildings		Total		
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
<b>2014</b>																					
<b>Cost as at 1 January 2014</b>	39 304	48 851	30 909	300 762	14 977	597	33 434	20 623	1 566 579	2 056 036											
Additions during the year	6 136	17 678	1 736	78 262	1 811	-	10 822	19 086	295 634	431 165											
Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassifications	-	-	-	(481)	303	-	54	-	(52)	(176)											
Disposals during the year	(693)	(6 588)	(3 839)	(1 790)	-	-	(2 900)	(141)	(47)	(15 998)											
<b>Cost as at 31 December 2014</b>	<b>44 747</b>	<b>59 941</b>	<b>28 806</b>	<b>376 753</b>	<b>17 091</b>	<b>597</b>	<b>41 410</b>	<b>39 568</b>	<b>1 862 114</b>	<b>2 471 027</b>											
Accumulated depreciation																					
Accumulated depreciation as at 1 January 2014	(17 085)	(22 508)	(22 991)	(107 439)	(7 199)	(435)	(10 315)	(7 752)	(282 068)	(477 792)											
Current year depreciation	(5 845)	(12 772)	(3 799)	(32 829)	(1 483)	(31)	(2 665)	(606)	(27 987)	(88 017)											
Depreciation on disposal made during the year	-	-	(56)	(17)	-	-	(15)	-	36	(52)											
Depreciation on reclassifications	384	6 588	3 473	1 327	(4)	-	2 900	141	553	15 362											
<b>Accumulated depreciation as at 31 December 2014</b>	<b>(22 546)</b>	<b>(28 692)</b>	<b>(23 373)</b>	<b>(138 958)</b>	<b>(8 686)</b>	<b>(466)</b>	<b>(10 095)</b>	<b>(8 217)</b>	<b>(309 466)</b>	<b>(550 499)</b>											
<b>Net carrying amount</b>																					
Cost as at 31 December 2014	44 747	59 941	28 806	376 753	17 091	597	41 410	39 568	1 862 114	2 471 027											
Accumulated depreciation as at 31 December 2014	(22 546)	(28 692)	(23 373)	(138 958)	(8 686)	(466)	(10 095)	(8 217)	(309 466)	(550 499)											
<b>Net carrying amount as at 31 December 2013</b>	<b>22 201</b>	<b>31 250</b>	<b>5 433</b>	<b>237 795</b>	<b>8 405</b>	<b>131</b>	<b>31 315</b>	<b>31 351</b>	<b>1 552 648</b>	<b>1 920 528</b>											
Assets with zero net carrying value as at 31 December 2014 included above at cost, but still in use	6 698	5 679	14 090	10 687	1 800	288	2 677	777	23 605	66 301											
Assets under construction, that are included in the balances above	(24)	-	50	25 942	-	-	-	-	352 975	378 943											

The useful life of all zero valued assets is reviewed on an ongoing basis.

As of 31 December 2014, assets to the amount of R448 803 (2013: R448 803) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

3 Property, plant and equipment

University	Network & Mainframe computer equipment										Total
	Vehicles	Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air conditioners and plants	Lifts	Buildings			
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>2013</b>											
<b>Cost as at 1 January 2013</b>	24 421	36 577	30 633	233 292	13 811	597	18 456	9 138	1 341 399		1 708 324
Additions during the year	15 191	16 140	2 201	49 492	-	-	14 298	11 485	252 936		361 743
Adjustment	120	-	580	423	-	-	-	-	166		1 289
Reclassifications	-	-	-	25 159	1 166	-	680	-	(27 005)		-
Disposals during the year	(428)	(3 866)	(2 505)	(7 604)	-	-	-	-	(917)		(15 320)
<b>Cost as at 31 December 2013</b>	<b>39 304</b>	<b>48 851</b>	<b>30 909</b>	<b>300 762</b>	<b>14 977</b>	<b>597</b>	<b>33 434</b>	<b>20 623</b>	<b>1 566 579</b>		<b>2 056 036</b>
Accumulated depreciation											
Accumulated depreciation as at 1 January 2013	(11 831)	(18 366)	(20 348)	(79 750)	(5 472)	(399)	(9 011)	(2 437)	(259 617)		(407 231)
Current year depreciation	(5 556)	(8 008)	(5 068)	(28 018)	(968)	(36)	(1 074)	(5 315)	(24 822)		(78 865)
Depreciation on disposal made during the year	302	3 866	2 412	1 702	-	-	-	-	22		8 304
Depreciation on reclassifications	-	-	13	(1 373)	(759)	-	(230)	-	2 349		-
<b>Accumulated depreciation as at 31 December 2013</b>	<b>(17 085)</b>	<b>(22 508)</b>	<b>(22 991)</b>	<b>(107 439)</b>	<b>(7 199)</b>	<b>(435)</b>	<b>(10 315)</b>	<b>(7 752)</b>	<b>(282 068)</b>		<b>(477 792)</b>
<b>Net carrying amount</b>											
Cost as at 31 December 2013	39 304	48 851	30 909	300 762	14 977	597	33 434	20 623	1 566 579		2 056 036
Accumulated depreciation as at 31 December 2013	(17 085)	(22 508)	(22 991)	(107 439)	(7 199)	(435)	(10 315)	(7 752)	(282 068)		(477 792)
<b>Net carrying amount as at 31 December 2013</b>	<b>22 219</b>	<b>26 344</b>	<b>7 918</b>	<b>193 323</b>	<b>7 778</b>	<b>162</b>	<b>23 119</b>	<b>12 871</b>	<b>1 284 511</b>		<b>1 578 244</b>
Assets with zero net carrying value as at 31 December 2013 included above at cost, but still in use	6 306	8 848	10 816	7 340	1 800	288	5 277	706	3 919		45 300
Assets under construction, that are included in the balances above	366	939	264	17 250	-	-	-	-	280 965		299 784

The useful life of all zero valued assets is reviewed on an ongoing basis.

As of 31 December 2013, assets to the amount of R448 803 (2012: R443 000) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

4 Intangible assets

Consolidated	Artwork	Computer	Total	Artwork	Computer	Total
	2014	Software	2014	2013	Software	2013
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Year ended 31 December</b>						
<b>Cost</b>						
Opening cost	1 144	37 072	38 216	1 284	33 022	34 306
Additions	48	14 065	14 113	-	4 177	4 177
Disposal	-	(23 819)	(23 819)	-	(182)	(182)
Adjustment	-	18	18	(140)	56	(84)
<b>Total cost</b>	<b>1 192</b>	<b>27 336</b>	<b>28 528</b>	<b>1 144</b>	<b>37 072</b>	<b>38 216</b>
<b>Amortisation</b>						
Opening balance	-	(32 603)	(32 603)	-	(30 342)	(30 342)
Amortisation charge for the year	-	(8 664)	(8 664)	-	(2 443)	(2 443)
Amortisation on disposals	-	23 816	23 816	-	182	182
<b>Total accumulated amortisation</b>	<b>-</b>	<b>(17 451)</b>	<b>(17 451)</b>	<b>-</b>	<b>(32 603)</b>	<b>(32 603)</b>
<b>Net carrying amount</b>						
Cost as at 31 December	1 192	27 336	28 528	1 144	37 072	38 216
Accumulated depreciation as at 31 December	-	(17 451)	(17 451)	-	(32 603)	(32 603)
<b>Net carrying amount as at 31 December</b>	<b>1 192</b>	<b>9 886</b>	<b>11 078</b>	<b>1 144</b>	<b>4 470</b>	<b>5 614</b>
	<b>Artwork</b>	<b>Computer</b>	<b>Total</b>	<b>Artwork</b>	<b>Computer</b>	<b>Total</b>
University	<b>2014</b>	<b>Software</b>	<b>2014</b>	<b>2013</b>	<b>Software</b>	<b>2013</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b>Year ended 31 December</b>						
<b>Cost</b>						
Opening cost	1 144	35 976	37 120	1 284	33 022	34 306
Additions	48	11 978	12 026	-	3 080	3 080
Disposal	-	(23 819)	(23 819)	-	(182)	(182)
Adjustment	-	-	-	(140)	56	(84)
<b>Total cost</b>	<b>1 192</b>	<b>24 135</b>	<b>25 327</b>	<b>1 144</b>	<b>35 976</b>	<b>37 120</b>
<b>Amortisation</b>						
Opening balance	-	(32 567)	(32 567)	-	(30 342)	(30 342)
Amortisation charge for the year	-	(8 611)	(8 611)	-	(2 407)	(2 407)
Amortisation on disposals	-	23 819	23 819	-	182	182
<b>Total accumulated amortisation</b>	<b>-</b>	<b>(17 359)</b>	<b>(17 359)</b>	<b>-</b>	<b>(32 567)</b>	<b>(32 567)</b>
<b>Net carrying amount</b>						
Cost as at 31 December	1 192	24 135	25 327	1 144	35 976	37 120
Accumulated depreciation as at 31 December	-	(17 359)	(17 359)	-	(32 567)	(32 567)
<b>Net carrying amount as at 31 December</b>	<b>1 192</b>	<b>6 776</b>	<b>7 968</b>	<b>1 144</b>	<b>3 409</b>	<b>4 553</b>

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

**5 Associates and joint ventures**

Photovoltaic Intellectual Property (Pty) Ltd (PTIP), is an associate of the University. The company does not share the same year end as the University, their year end is 28 February.

There were no changes to the University's shareholding in PTIP during 2014.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Cost of investment – 1 January	9 141	9 141	9 141	9 141
Total loan to associate opening balance	90 171	62 478	90 171	62 478
Additional loan to associate	2 000	29 904	2 000	29 904
Accumulated impairment recognised	(16 127)	(16 127)	(16 127)	(16 127)
Plus: share of associate's post tax profit / (loss)	(2 571)	(2 184)	(2 571)	(2 184)
Less: dividend distributions received	-	-	-	-
Plus/(minus) share of items recognised in other comprehensive income	-	-	-	-
Cost of investment – 31 December	<b>82 614</b>	<b>83 212</b>	<b>82 614</b>	<b>83 212</b>

The University's share of the results of the associate and its aggregate assets and liabilities is as follows:

Assets	45 317	45 142	45 317	45 142
Liabilities	49 927	46 978	49 927	46 978
Revenue	1 312	3 103	1 312	3 103
Profit/(Loss) for the year	(2 571)	451	(2 571)	451

The value of the University's investment in PTIP as at 31 December 2014 is Consolidated R4 386 / University R4 386 (2013: Consolidated R6 957 / University R6 957).

The loan to PTIP has been reclassified to be included in the total Investment in Associate in 2014, Consolidated R76 044 / University R76 044 (2013: Consolidated R74 044 / University R74 044).

**6 Available-for-sale financial assets**

Consolidated	Cost	Market Value	Cost	Market Value
	2014 R'000	2014 R'000	2013 R'000	2013 R'000
Opening balance 1 January	2 316 931	2 967 825	2 251 785	2 623 649
Cost of additions during the year	1 103 818	1 070 964	1 847 860	1 855 467
Disposals during the year	(874 516)	(874 516)	(1 782 716)	(1 781 159)
Impairment of shares	(9 427)	(9 427)	-	-
Fair value adjustments on available-for-sale financial assets	-	(47 088)	-	269 869
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(260 063)	-	(168 518)
Increase / (decrease) in market value recognised in other comprehensive income	-	212 975	-	438 387
	<b>2 536 806</b>	<b>3 107 758</b>	<b>2 316 929</b>	<b>2 967 826</b>

Available-for-sale financial assets include the following:

Government bonds and stocks	177 773	179 327	127 000	129 692
Listed - stocks and debentures	365 303	382 008	356 088	372 343
Listed - shares	1 551 639	2 105 433	1 353 403	1 975 063
Fixed deposits	22 632	22 707	18 259	22 930
Unlisted - shares	3 875	3 875	2 075	2 075
Other deposits	408 742	407 567	452 867	458 486
Other loans	1 401	1 401	5 000	5 000
Endowment policies	5 441	5 441	2 237	2 237
	<b>2 536 806</b>	<b>3 107 759</b>	<b>2 316 929</b>	<b>2 967 826</b>

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

6 Available-for-sale financial assets (continued)

University	Cost		Market Value	
	2014 R'000	2014 R'000	2013 R'000	2013 R'000
Opening balance 1 January	2 410 471	3 061 366	2 251 786	2 623 649
Cost of additions during the year	1 112 891	1 080 035	1 941 401	1 949 006
Disposals during the year	(874 516)	(874 516)	(1 782 716)	(1 781 160)
Impairment of shares	(9 427)	(9 427)	-	-
Fair value adjustments on available-for-sale financial assets	-	(47 088)	-	269 871
Surplus on disposals reclassified from 'other comprehensive income' to 'Income from investments'	-	(260 063)	-	(168 517)
Increase / (decrease) in market value recognised in other comprehensive income	-	212 975	-	438 388
	<b>2 639 419</b>	<b>3 210 370</b>	<b>2 410 471</b>	<b>3 061 366</b>

Available-for-sale financial assets include the following:

Government bonds and stocks	177 773	179 327	127 000	129 692
Listed - stocks and debentures	365 303	382 008	356 088	372 343
Listed - shares	1 551 639	2 105 431	1 353 404	1 975 063
Fixed deposits	22 632	22 707	18 259	22 930
Unlisted - shares	83 389	83 389	81 396	81 396
Other deposits	408 742	407 567	452 867	458 485
Other loans	24 500	24 500	19 220	19 220
Endowment policies	5 441	5 441	2 237	2 237
	<b>2 639 419</b>	<b>3 210 370</b>	<b>2 410 471</b>	<b>3 061 366</b>

A register of the investments can be obtained from the University of Johannesburg's Cash Management office. 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 2014. 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.

In 2014 it was established that shares from Sanlam have been issued to the University in May of 1998 which have not been accounted for previously. These shares have now been accounted for within available-for-sale shares to the amount of Consolidated R9 746 / University R9 746 (2013: Consolidated R0 / University R0) in the current year.

Other gains/(losses)

Impairment indicators were identified at year end which lead to impairment testing of shares. Subsequent to the testing, shares were impaired to the amount of, Consolidated R9 427 / University R9 427 (2013: Consolidated R0 / University R0)

7 Inventories

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Consumables at cost	4 197	4 270	4 197	4 270
	<b>4 197</b>	<b>4 270</b>	<b>4 197</b>	<b>4 270</b>

The cost of inventories recognised as an expense and included in 'other operating expenses' amounted to Consolidated R12 847 / University R12 847 (2013: Consolidated R23 539 / University R23 539).

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

8 Receivables and prepayments

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Student receivables	250 235	366 887	250 235	366 887
Less: Provision for impairment	(144 198)	(129 027)	(144 198)	(129 027)
Student receivables - net carrying amount	106 037	237 860	106 037	237 860
Other receivables	70 744	68 280	69 219	66 246
Advances and pre-payments	22 714	32 617	22 714	32 617
Deposits	2 115	312	2 115	312
Staff loans, receivables and advances	323	301	323	301
Other receivables - net carrying amount	45 592	28 684	44 067	26 650
Other receivables	47 252	32 252	45 726	30 218
Less: Provision for impairment	(1 659)	(3 568)	(1 659)	(3 568)
Interest and dividends receivable	-	6 366	-	6 366
	<b>176 781</b>	<b>306 140</b>	<b>175 256</b>	<b>304 106</b>

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 Rands (R).

The University does not hold any collateral as security.

Refer to note 24.2 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.

**Student Receivables**

As of 31 December 2014, student receivables of Consolidated R106 037 / University R106 037 (2013: Consolidated R237 860 / University R237 860) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
The ageing of these receivables is as follows:				
Students enrolled in current year	106 037	237 860	106 037	237 860
Students enrolled in prior years	-	-	-	-
	<b>106 037</b>	<b>237 860</b>	<b>106 037</b>	<b>237 860</b>

As of 31 December 2014, student receivables of Consolidated R144 198 / University R144 198 (2013: Consolidated R129 027 / University R129 027) 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	68 034	64 901	68 034	64 901
Students enrolled in prior year	45 292	36 499	45 292	36 499
Students enrolled more than two years ago	30 872	27 627	30 872	27 627
	<b>144 198</b>	<b>129 027</b>	<b>144 198</b>	<b>129 027</b>

Movements in the provision for impairment of student receivables are as follows:

At 1 January				
Provision for impairment	129 027	112 748	129 027	112 748
Increase in provision for receivables impaired	42 261	50 794	42 261	50 794
Receivables written off during the year as uncollectable	(27 090)	(34 515)	(27 090)	(34 515)
At 31 December	<b>144 198</b>	<b>129 027</b>	<b>144 198</b>	<b>129 027</b>

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.



NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

8 Receivables and prepayments (continued)

Other trade receivables:

As of 31 December 2014, other trade receivables of Consolidated R70 744 / University R69 219 (2013: Consolidated R68 280 / University R66 246) were fully performing.

As of 31 December 2014, other trade receivables of Consolidated R0 / University R0 (2013: Consolidated R0 / University R0) were past due but not impaired, all debt were fully performing. These relate to a number of companies or institutions for whom there is no recent history of default.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
The ageing of these receivables is as follows:				
Up to 3 months	70 744	68 280	69 219	66 246
3 to 6 months	-	-	-	-
	<u>70 744</u>	<u>68 280</u>	<u>69 219</u>	<u>66 246</u>

As of 31 December 2014, other trade receivables of Consolidated R1 659 / University R1 659 (2013: Consolidated R3 568 / University R3 568) 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	512	3 143	512	3 143
Over 6 months	1 147	425	1 147	425
	<u>1 659</u>	<u>3 568</u>	<u>1 659</u>	<u>3 568</u>

Movements in the provision for impairment of other trade receivables are as follows:

At 1 January	3 568	4 227	3 568	4 227
Provision for impairment	(1 844)	(441)	(1 844)	(441)
Receivables written off during the year	(65)	(218)	(65)	(218)
At 31 December	<u>1 659</u>	<u>3 568</u>	<u>1 659</u>	<u>3 568</u>

The creation and release of the provision for impaired other trade 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.

9 Cash and cash equivalents

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Call deposits, cash in the bank and cash on hand	125 568	167 180	111 646	162 551
Short term deposits	130 063	58 300	130 063	58 300
	<u>255 631</u>	<u>225 480</u>	<u>241 709</u>	<u>220 851</u>

The fair value of cash and cash equivalents approximates its carrying amount.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rands (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 24.

The following cessions in favour of ABSA Bank are in place:

ABSA fixed deposit	110	110	110	110
ABSA fixed deposit	1 250	1 250	1 250	1 250
Erf 3, Uitsaaisentrum, IR Gauteng	5 000	5 000	5 000	5 000
Portion 684, Doornfontein, IR Transvaal	2 000	2 000	2 000	2 000
Erf 636, Doornfontein, IR Transvaal	2 000	2 000	2 000	2 000
Erf 119-121, 123-126 and 61-66, Doornfontein, IR Transvaal	2 280	2 280	2 280	2 280

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

10 Borrowings

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Long-term borrowings	31 134	34 978	31 134	34 978
Current portion transferred to current liabilities	(3 849)	(3 367)	(3 849)	(3 367)
	<b>27 285</b>	<b>31 611</b>	<b>27 285</b>	<b>31 611</b>
<i>a) Government loans secured by increment guarantees</i>	3 966	4 344	3 966	4 344
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%.				
<i>b) Loans secured by Government guarantees</i>	1 185	2 369	1 185	2 369
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%.				
<i>c) Other secured loans - Quantim Capital and INCA</i>	25 983	28 265	25 983	28 265
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 3).				
	<b>31 134</b>	<b>34 978</b>	<b>31 134</b>	<b>34 978</b>

The exposure of the University's borrowings to interest rate changes and the contractual reprising dates at the reporting dates are as follows:

Up to 1 year	3 849	3 367	3 849	3 367
Between 1 and 2 years	4 519	3 849	4 519	3 849
Between 2 and 5 years	20 695	16 860	20 695	16 860
After 5 years	2 071	10 902	2 071	10 902
	31 134	34 978	31 134	34 978
Less: current portion	(3 849)	(3 367)	(3 849)	(3 367)
	<b>27 285</b>	<b>31 611</b>	<b>27 285</b>	<b>31 611</b>

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 Rands (R).

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

11 Students deposits and income received in advance

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
At 1 January	101 027	60 647	101 714	60 647
Deferred during the year	16 733	43 525	16 046	43 525
Credited to the statement of comprehensive income	(6 262)	(3 145)	(6 262)	(2 457)
At 31 December	111 498	101 027	111 498	101 715
Less: current portion	(111 498)	(101 027)	(111 498)	(101 715)
Included in non-current liabilities	-	-	-	-
Non-current portion	-	-	-	-

Included in the current portion is an amount for income received in advance of Consolidated R0 / University R0 (2013: Consolidated R687 / University R0).

12 Deferred revenue

The Minister of Higher Education and training has approved student enrolment plans for all higher education institutions for the period up to 2014. 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.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Opening balance as at 1 January	194 052	126 418	194 052	126 418
Grants received during the year	-	73 437	-	73 437
Grants utilised to reduce asset cost	-	(5 803)	-	(5 803)
	194 052	194 052	194 052	194 052
Current portion transferred to current liabilities	(76 688)	(95 899)	(76 688)	(95 899)
	<b>117 364</b>	<b>98 153</b>	<b>117 364</b>	<b>98 153</b>

13 Trade payables, accruals and other liabilities

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Trade payables	228 291	203 795	229 686	204 455
Accruals	69 389	50 612	69 378	50 486
Leave pay accrual	66 695	69 653	66 695	69 653
Bonus accrual	30 779	25 749	30 779	25 749
Value Added Tax *	10 824	3 927	10 756	12 288
	<b>405 978</b>	<b>353 736</b>	<b>407 294</b>	<b>362 631</b>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

\* Included within the Value Added Tax liability, is the provision for the VAT on imported services for the period 2010 to 2014. This amount will be paid over to the South African Revenue Service (SARS), by 30 April 2015.

14 Personnel costs

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Academic professionals	864 270	810 048	851 700	801 706
Other personnel	842 798	703 466	830 541	696 222
Other post retirement costs	31 507	37 776	31 049	37 387
Pension cost - defined contribution plans	94 636	83 897	93 260	83 033
Pension cost - defined benefit plans	10 815	12 713	10 658	12 582
	<b>1 844 026</b>	<b>1 647 900</b>	<b>1 817 208</b>	<b>1 630 930</b>

Average number of persons in service at the University of Johannesburg and its subsidiaries during the year:

Full Time	3 158	3 080	3 136	3 060
Part Time	3 355	3 309	3 279	3 267

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

15 Long term employee benefits

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Post-retirement medical benefits	200 859	170 287	200 859	170 287
UJ Long service awards	33 354	-	33 354	-
	<u>234 213</u>	<u>170 287</u>	<u>234 213</u>	<u>170 287</u>
<i>Reconciliation of the actuarial gains / (losses) on long term employee benefits:</i>				
- Post-retirement medical benefits	(17 802)	24 340	(17 802)	24 340
- UJ Pension fund	31 732	154 525	31 732	154 525
- UJ Disability fund	4 462	27 789	4 462	27 789
- UJ Long service awards	(1 765)	-	(1 765)	-
	<u>16 627</u>	<u>206 654</u>	<u>16 627</u>	<u>206 654</u>
<i>Reconciliation of the change in asset limit:</i>				
- UJ Pension fund	(33 391)	(139 189)	(33 391)	(139 189)
- UJ Disability fund	(8 954)	(33 598)	(8 954)	(33 598)
	<u>(42 345)</u>	<u>(172 787)</u>	<u>(42 345)</u>	<u>(172 787)</u>
UJ pension fund (Note 15.2)	65 715	68 681	65 715	68 681

15.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to 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 2014.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Present value of the obligation	<u>(234 213)</u>	<u>(170 287)</u>	<u>(234 213)</u>	<u>(170 287)</u>
<i>Reconciliation of the movement in the defined benefit obligation:</i>				
Present value of obligation: beginning of the year	(170 287)	(182 081)	(170 287)	(182 081)
Current service cost	(3 720)	(4 034)	(3 720)	(4 034)
Interest cost	(16 307)	(15 600)	(16 307)	(15 600)
Benefits paid	7 257	7 088	7 257	7 088
	<u>(183 057)</u>	<u>(194 627)</u>	<u>(183 057)</u>	<u>(194 627)</u>
<i>Remeasurements:</i>				
- (Gain)/loss from change in financial assumptions	15 236	(20 558)	15 236	(20 558)
- (Gain)/loss from change in demographic assumptions	2 566	(3 782)	2 566	(3 782)
	<u>17 802</u>	<u>(24 340)</u>	<u>17 802</u>	<u>(24 340)</u>
Present value of obligation: end of the year	<u>(200 859)</u>	<u>(170 287)</u>	<u>(200 859)</u>	<u>(170 287)</u>

**The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:**

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for
- Perceived inequality by non-eligible employees: The risk that dissatisfaction of employees who are not eligible for a post-employment healthcare subsidy.
- Administration: Administration of this liability poses a burden to UJ.
- Enforcement of eligibility criteria and rules: The risk that eligibility criteria and rules are not strictly or consistently enforced.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**15.1 Post-retirement medical benefits - Wholly unfunded (continued)**

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Effective date of assumptions	31 Dec 2014	31 Dec 2013	31 Dec 2014	31 Dec 2013
Post retirement plan				
Discount rate	9.00%	9.80%	9.00%	9.80%
Health care cost inflation	8.80%	9.10%	8.80%	9.10%
Continuation of membership	100.00%	100.00%	100.00%	100.00%
Normal retirement age	65 yrs	65 yrs	65 yrs	65 yrs
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	6.80%	7.10%	6.80%	7.10%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(8 113)	(7 257)	(8 113)	(7 257)

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions

	Change in assumption	Impact on defined benefit obligation	
		Increase in assumption	Decrease in assumption
Healthcare cost inflation	1%	Increase by 15.4%	Decrease by 13.1%
Discount rate	1%	Decrease by 13.3%	Increase by 16.0%
		<b>Increase by 1 year in assumption</b>	<b>Decrease by 1 year in assumption</b>
Expected retirement age		Decrease by 3.4%	Increase by 3.1%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

**15.2 Pension obligations - Wholly funded**

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 plan 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 2014. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

15.2 Pension obligations - Wholly funded (continued)

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>Balance at end of the year</b>				
Present value of the obligation	(796 540)	(775 079)	(796 540)	(775 079)
Fair value of plan assets	1 203 613	1 128 388	1 203 613	1 128 388
Unrecognised surplus due to IAS 19(a) limit	(341 358)	(284 628)	(341 358)	(284 628)
Defined benefit surplus at 31 December	<b>65 715</b>	<b>68 681</b>	<b>65 715</b>	<b>68 681</b>

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

**Reconciliation of the present value of the obligation**

Defined benefit obligation at beginning of the year	775 079	727 455	775 079	727 455
Member contributions	2 825	2 956	2 825	2 956
Service cost	13 678	11 928	13 678	11 928
Interest cost	62 071	59 922	62 071	59 922
	<u>853 653</u>	<u>802 261</u>	<u>853 653</u>	<u>802 261</u>
Remeasurements:				
- Actuarial (gain)/loss	5 635	11 961	5 635	11 961
Benefit payments	(62 748)	(39 143)	(62 748)	(39 143)
Defined benefit obligation at year end	<b>796 540</b>	<b>775 079</b>	<b>796 540</b>	<b>775 079</b>

**Reconciliation of the fair value of plan assets**

Fair Value of assets as at 1 January	1 128 388	917 577	1 128 388	917 577
University contributions	7 406	5 622	7 406	5 622
Member contributions	2 825	2 956	2 825	2 956
	<u>1 138 619</u>	<u>926 155</u>	<u>1 138 619</u>	<u>926 155</u>
Remeasurements:				
-Net interest income/expense	90 375	74 890	90 375	74 890
-Actuarial gain/(loss)	37 367	166 486	37 367	166 486
	<u>127 742</u>	<u>241 376</u>	<u>127 742</u>	<u>241 376</u>
Benefits paid	(62 748)	(39 143)	(62 748)	(39 143)
Fair Value of assets as at 31 December	<b>1 203 613</b>	<b>1 128 388</b>	<b>1 203 613</b>	<b>1 128 388</b>
The actual return on plan assets is as follows:	127 742	241 376	127 742	241 376

**The risks faced by UJ as a result of the defined benefit obligation are as follows:**

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Administration: Administration of this liability poses a burden to UJ.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**15.2 Pension obligations - Wholly funded (continued)**

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

	Consolidated		University	
	2014	2013	2014	2013
Cash	9.93%	10.77%	9.93%	10.77%
Equity	40.80%	41.62%	40.80%	41.62%
Bonds	22.26%	21.26%	22.26%	21.26%
Property	1.72%	0.24%	1.72%	0.24%
International	23.70%	25.00%	23.70%	25.00%
Other	1.59%	1.11%	1.59%	1.11%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2014.

	Consolidated		University	
	2014	2013	2014	2013
Discount rate	8.10%	8.20%	8.10%	8.20%
Inflation rate	5.90%	6.00%	5.90%	6.00%
Salary increase rate	6.90%	7.00%	6.90%	7.00%
Pension increase allowance (Ex-NTRF)	3.25%	3.30%	3.25%	3.30%
Pension increase allowance (Other pensioners)	3.84%	3.90%	3.84%	3.90%

UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:

	8 367	9 179	8 367	9 179
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Amounts for the latest actuarial valuation and previous four periods are as follows:

	2010	2011	2012	2013	2014
	R'000	R'000	R'000	R'000	R'000
Defined benefit obligation	155 348	183 738	182 081	(170 287)	(231 467)
Fair value of plan assets	(44 997)	(53 665)	(55 829)	68 681	65 715
Retirement benefit obligation	<u>110 351</u>	<u>130 073</u>	<u>126 252</u>	<u>(101 606)</u>	<u>(165 752)</u>

**Sensitivity Analysis**

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

	Main Result R'000	+1% R'000	-1% R'000
<b>Discount rate</b>			
Defined benefit obligation	(796 540)	(714 901)	(895 591)
Change		(10.20%)	12.40%
<b>Inflation rate</b>			
Defined benefit obligation	(796 540)	(861 848)	(738 623)
Change		8.20%	(7.30%)

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

15.3 Disability Fund

The University provides post-retirement disability benefits to certain qualifying employees in the form of continued disability contributions. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2014.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>Balance at end of the year</b>				
Present value of the obligation	(23 760)	(24 470)	(23 760)	(24 470)
Fair value of plan assets	148 282	131 577	148 282	131 577
Unrecognised surplus due to IAS 19(a) limit	(124 522)	(107 107)	(124 522)	(107 107)
Defined benefit surplus at 31 December	-	-	-	-

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

**Reconciliation of the movement in the defined benefit obligation:**

Present value of obligation: beginning of the year	24 470	28 529	24 470	28 529
Current service cost	7 219	4 301	7 219	5 795
Interest cost	1 845	2 055	1 845	2 055
	<u>33 534</u>	<u>34 885</u>	<u>33 534</u>	<u>36 379</u>
- Actuarial (gain)/loss	(326)	(4 584)	(326)	(4 584)
Benefits paid (net of reinsurance proceeds)	(9 448)	(5 831)	(9 448)	(7 325)
Present value of obligation: end of year	<u>23 760</u>	<u>24 470</u>	<u>23 760</u>	<u>24 470</u>

**Reconciliation of the movement in the plan assets:**

Present value of assets beginning of the year	131 577	96 973	131 577	96 973
Contributions (net of reinsurance premiums)	4 321	5 602	4 321	5 602
Value of assets as at 31 December	<u>135 898</u>	<u>102 575</u>	<u>135 898</u>	<u>102 575</u>
Remeasurements:				
-Net interest income/expense	10 477	7 327	10 477	7 327
-Actuarial (gain)/loss	4 136	23 205	4 136	23 205
	<u>14 613</u>	<u>30 532</u>	<u>14 613</u>	<u>30 532</u>
Benefits (net of reinsurance premiums)	(2 229)	(1 530)	(2 229)	(1 530)
Value of assets as at 31 December	<u>148 282</u>	<u>131 577</u>	<u>148 282</u>	<u>131 577</u>
The actual return on plan assets is as follows:	14 613	30 532	14 613	30 532



NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

15.3 Disability Fund (continued)

The assets of the University of Johannesburg Disability Fund were invested as follows:

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Cash	12.37%	19.28%	12.37%	19.28%
Equity	32.06%	32.47%	32.06%	32.47%
Bonds	11.69%	13.14%	11.69%	13.14%
Property	12.08%	7.10%	12.08%	7.10%
International	28.61%	26.74%	28.61%	26.74%
Other	3.19%	1.27%	3.19%	1.27%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2014.

**Claimants**

Number of members	22	21	22	21
Annual benefit	6 689	6 350	6 689	6 350
Annual reinsured benefit	4 454	4 430	4 454	4 430
Benefit weighted average service	55.7 years	54.8 years	55.7 years	54.8 years
Effective date of assumptions	31 Dec 2014	31 Dec 2013	31 Dec 2014	31 Dec 2013

**The principal assumptions used for accounting purposes were as follows:**

General inflation rate	5.50%	6.00%	5.50%	6.00%
Discount rate	7.70%	7.90%	7.70%	7.90%
Expected increases in benefits	6.50%	7.00%	6.50%	7.00%

The University's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:

	(9 802)	(12 195)	(9 802)	(12 195)
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The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Inflation rate	1%	Increase by 11.1%	Decrease by 10.2%
Discount rate	1%	Decrease by 6.0%	Increase by 6.7%

The fund is not registered with the FSB.

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates The University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2015 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- The death of the member;
- The member attaining normal retirement age;
- The member ceasing to be a member of the Fund;
- Discontinuance of the payment of premiums in respect of a member;
- Absence of the member as defined;
- The permanent departure of the member from the territories in terms of the contract unless accepted in writing.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**15.3 Disability Fund (continued)**

The University of Johannesburg (Policyholder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policyholder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policyholder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policyholder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

**The risks faced by UJ as a result of the defined benefit obligation are as follows:**

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit increases which would increase the liability to the University.
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.

**15.4 Long service award**

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the University was valued at 31 December 2014 and accounted for in 2014 for the first time. This obligation is funded from University reserves.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>Reconciliation of the movement in the long service award obligation:</b>				
Present value of obligation: beginning of the year	28 254	-	28 254	-
Current service cost	3 155	-	3 155	-
Interest cost	2 287	-	2 287	-
	<u>33 696</u>	<u>-</u>	<u>33 696</u>	<u>-</u>
- Actuarial (gain)/loss	1 765	-	1 765	-
Benefits paid	(2 107)	-	(2 107)	-
Present value of obligation: end of year	<u><b>33 354</b></u>	<u><b>-</b></u>	<u><b>33 354</b></u>	<u><b>-</b></u>
The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:	(2 746)	-	(2 746)	-
The significant actuarial assumptions were as follows:				
Discount rate	8.10%		8.10%	
Salary inflation	7.40%		7.40%	
CPI inflation	5.90%		5.90%	
Expected retirement age		65 years		65 years

The sensitivity analysis of the liability to changes in the principal assumptions is:

	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	1%	Decrease by 7.6%	Increase by 8.8%
Salary inflation	1%	Increase by 8.4%	Decrease by 7.5%
Expected retirement age	1 year	Increase by 4.0%	Decrease by 3.7%

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

**16 Tuition and other fee income**

The following items are included in 'tuition and other fee income':

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Application Fees	2 938	4 525	2 938	4 525
Bad Debts Recovered	3 636	3 696	3 636	3 696
Deposit Income Retained	418	438	418	438
Levy Income	28 214	25 321	28 214	25 321
Registration Fees	32 312	28 444	32 312	28 444
Remark of Exam Papers	15	14	15	14
Residence Fees	138 846	121 323	138 846	121 323
Tuition Fees	1 205 701	1 029 235	1 205 749	1 029 235
	<b>1 412 080</b>	<b>1 212 996</b>	<b>1 412 128</b>	<b>1 212 996</b>

**17 Other operating expenses**

The following items are included in 'other operating expenses':

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Auditors remuneration	10 852	10 333	10 852	10 333
- external audit	3 446	3 701	3 446	3 701
- internal audit	4 929	5 204	4 929	5 204
- other audit services	2 477	1 428	2 477	1 428
Advertising and marketing	42 815	29 109	43 684	28 783
Bank Charges	6 010	5 477	5 972	5 449
Cartridges	4 948	5 544	4 948	5 544
Cleaning	53 532	47 993	53 277	47 954
Conference Registration Fees	10 391	8 039	10 391	7 985
Consulting and contract costs	64 464	71 254	83 566	70 520
Consumables - support services	1 823	927	1 823	927
Copyright fees	4 407	4 140	4 407	4 140
Corporate Functions	6 312	6 052	6 312	6 052
Cost of sales	5 306	4 175	5 306	4 175
Data lines	7 929	6 325	7 929	6 325
Entertainment	46 160	41 543	45 715	41 309
Expenses relating to library book acquisitions written off	79 117	60 694	79 115	60 632
Foreign exchange (gains)/losses	2 126	1 604	2 126	1 601
Fuel, Oil and Gas	8 550	9 877	8 460	9 855
Grants and donations	38 570	26 775	38 570	26 775
Hire/Rental	30 232	30 564	30 167	30 442
Insurance	7 085	7 828	7 078	7 816
Legal Fees	6 211	7 040	6 181	6 523
Medical Aid Pensioners	7 872	7 257	7 872	7 257
Membership fees	6 430	4 897	6 404	4 890
Municipal rates and taxes	123 203	98 358	123 203	98 358
Non-capitalisable assets	42 349	38 705	42 068	37 800
Finance leases - Equipment and vehicles	32 507	29 664	32 507	29 664
Printing	33 804	31 441	33 811	31 319
Repair and maintenance expenses	71 547	61 234	70 654	61 069
Security	39 047	35 336	38 898	35 336
Software licenses	27 076	34 439	27 126	34 439
Stationery	5 233	5 310	5 185	5 264
Student and staff development	22 943	21 935	22 716	21 662
Tax	18	-	-	-
Teaching and lab consumables	22 359	19 777	21 277	19 765
Telephone and fax	7 681	9 015	7 587	9 015
Travel International	71 221	61 732	70 968	61 545
Uniforms and Protective Clothing	6 472	7 563	6 399	7 511
Unrecoverable debts/amounts written off	40 970	34 437	40 970	34 437
Write Offs	76	11 789	130	11 789
Other expenses	51 910	50 880	48 211	66 288
	<b>1 049 558</b>	<b>949 062</b>	<b>1 061 865</b>	<b>960 548</b>

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

18 Bursaries

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Bursaries	234 736	204 807	234 703	204 807
	<b>234 736</b>	<b>204 807</b>	<b>234 703</b>	<b>204 807</b>

Bursary expenses represents student funding from University's own resources.

19 Other operating income

The following items are included in 'other operating income':

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Hire out of facilities	8 984	8 767	8 633	8 767
Public sales and services	25 882	19 353	25 096	19 353
Project income	40 937	115 850	40 937	101 818
Sundry income	12 470	21 526	12 444	20 440
Donations	152 359	92 070	152 328	92 070
Consultation/Evaluation income	18 990	15 254	18 784	28 622
Profit on disposal of PPE	210	174	210	174
Other income	5 397	8 044	5 228	8 356
	<b>265 229</b>	<b>281 038</b>	<b>263 660</b>	<b>279 600</b>

20 Income from investments

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Dividend income on available-for-sale financial assets	40 956	37 064	40 956	37 064
Interest income	83 687	76 155	83 687	76 155
Fair value movement transfer on disposal of investments	260 064	168 518	260 064	168 518
Profit on sale of securities	308 928	224 054	308 928	224 054
Loss on sale of securities	(48 864)	(55 536)	(48 864)	(55 536)
	<b>384 707</b>	<b>281 737</b>	<b>384 707</b>	<b>281 737</b>

21 Finance income and finance costs

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Finance cost				
- borrowings	(4 566)	(7 000)	(4 566)	(7 000)
- defined benefit plan	(13 458)	(11 364)	(13 458)	(11 364)
	<b>(18 024)</b>	<b>(18 364)</b>	<b>(18 024)</b>	<b>(18 364)</b>
Finance income				
- students fees	15 910	11 491	15 775	10 803
- current accounts	2 240	1 103	2 240	1 103
	<b>18 150</b>	<b>12 594</b>	<b>18 015</b>	<b>11 906</b>

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

22 Commitments

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Commitments – approved, not contracted for	270 954	216 797	281 117	216 797
Commitments – contracted	60 964	85 000	60 964	85 000

This represents capital expenditure budgeted for at reporting date, but not yet recognised in the consolidated and separate financial statements. This expenditure will be financed from designated funds.

*Bank guarantees*

SA Post Office	250	250	250	250
City Power of Johannesburg	110	110	110	110
Johannesburg City Council	174	174	174	174
Eskom Holdings Limited	174	174	174	174
ABSA Bank Limited	1 250	1 250	1 250	1 250
Heynike Inc Attorneys	30 780	30 780	30 780	30 780

*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	28 790	11 405	28 790	11 405
Lease amounts payable later than one year to five years	37 798	11 616	37 798	11 616
Total operating lease amounts payable	<b>66 588</b>	<b>23 021</b>	<b>66 588</b>	<b>23 021</b>

The university does not apply the smoothing principle, for operating leases, of IAS 17 as there are no fixed escalation clauses in the lease agreement.

23 Cash generated from operations

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Surplus for the year	330 351	300 969	339 167	303 112
Adjustments for:				
– share of loss from associate (note 5)	2 571	2 184	2 571	2 184
– increase in bad debt provision (note 8)	13 262	15 620	13 263	15 620
– depreciation (note 3)	89 801	79 197	88 017	78 865
– amortisation (note 4)	8 664	2 443	8 611	2 407
– profit on disposal of property, plant and equipment	(210)	(174)	(210)	(174)
– finance income (note 20)	(18 150)	(12 594)	(18 015)	(11 906)
– interest income on investments (note 20)	(83 687)	(76 155)	(83 687)	(76 155)
– finance cost (note 21)	18 024	18 364	18 024	18 364
– impairment of investments (note 6)	9 427	-	9 427	-
– dividends received (note 20)	(40 956)	(37 064)	(40 956)	(37 064)
– profit on sale of shares (note 20)	(260 064)	(168 518)	(260 064)	(168 518)
– movement in post-retirement obligations (note 15)	66 892	(21 531)	66 892	(21 531)
– foreign exchange losses on operating activities (note 17)	(2 126)	(1 604)	(2 126)	(1 601)
Changes in working capital:				
– receivables and prepayments	129 359	36 742	128 850	38 775
– trade payables, accruals and other liabilities	52 242	41 793	44 663	50 689
– student deposits and income received in advance	10 471	40 380	9 783	41 067
– inventory	73	1 039	73	1 039
	<b>325 944</b>	<b>221 090</b>	<b>324 283</b>	<b>235 173</b>

In the statement of cash flows, proceeds from the sale of property, plant and equipment comprise:

Profit on disposal (note 19)	210	174	210	174
Net book amount (note 3)	636	7 094	636	7 016
Proceeds from disposal	<b>846</b>	<b>7 268</b>	<b>846</b>	<b>7 190</b>

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## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 24 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.

#### 24.1 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.

##### 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 Consolidated R1 301 thousand / University R1 301 thousand (2013: Consolidated R583 thousand / University R583 thousand) 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 Consolidated R1 301 thousand / University R1 301 thousand (2013: Consolidated R583 thousand / University R583 thousand).

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.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**24.1 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.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Listed equities	2 105 000	1 975 000	2 105 000	1 975 000
10% change impact	210 500	197 500	210 500	197 500

For the year ended 31 December 2014, 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 Consolidated R2 105 million / University R2 105 million (2013: Consolidated R1 975 million / University R1 975 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.

**24.2 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.

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.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

24.2 Credit risk (continued)

i) Student and other receivables (continued)

Details of the student receivables as at 31 December are:

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Student receivables	250 235	366 887	250 235	366 887
- fully performing	-	-	-	-
- past due but not impaired (4 months overdue)	106 037	237 860	106 037	237 860
- impaired (more than 4 months overdue)	144 198	129 027	144 198	129 027
Less: Provision for impairment	(144 198)	(129 027)	(144 198)	(129 027)
Student receivables – net carrying amount	<b>106 037</b>	<b>237 860</b>	<b>106 037</b>	<b>237 860</b>

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 2014 are as follows:

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Other receivables	72 403	71 848	70 878	69 814
- fully performing	70 744	68 280	69 219	66 246
- past due but not impaired	-	-	-	-
- impaired	1 659	3 568	1 659	3 568
Less: Provision for impairment	(1 659)	(3 568)	(1 659)	(3 568)
Other receivables – net carrying amount	<b>70 744</b>	<b>68 280</b>	<b>69 219</b>	<b>66 246</b>



NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

24.2 Credit risk (continued)

i) Student and other receivables (continued)

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Student receivables				
At 1 January	129 027	112 748	129 027	112 748
Provision for receivables impaired	42 261	50 794	42 261	50 794
Receivables written off during the year as uncollectable	(27 090)	(34 515)	(27 090)	(34 515)
At 31 December	<b>144 198</b>	<b>129 027</b>	<b>144 198</b>	<b>129 027</b>
Ageing of provision for impairment				
Handed over to collecting agencies – 2011 and older	-	27 627	-	27 627
Handed over to collecting agencies – 2012	-	36 499	-	36 499
Handed over to collecting agencies – 2013	30 872	64 901	30 872	64 901
Handed over to collecting agencies – 2014	45 292	-	45 292	-
4 Months overdue	68 034	-	68 034	-
	<b>144 198</b>	<b>129 027</b>	<b>144 198</b>	<b>129 027</b>
Other receivables				
At 1 January	3 568	4 227	3 568	4 227
Provision for receivables impaired	(1 844)	(441)	(1 844)	(441)
Receivables written off during the year as uncollectable	(65)	(218)	(65)	(218)
At 31 December	<b>1 659</b>	<b>3 568</b>	<b>1 659</b>	<b>3 568</b>
Ageing of provision for impairment				
Handed over to the collecting agencies - 2011	-	117	-	117
Handed over to the collecting agencies - 2012	48	533	48	533
Handed over to the collecting agencies - 2013	65	1 585	65	1 585
Handed over to the collecting agencies - 2014	649	1 333	649	1 333
Impaired as at reporting date	897	-	897	-
	<b>1 659</b>	<b>3 568</b>	<b>1 659</b>	<b>3 568</b>

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.

The credit risk identified above relates to the disclosure presented in Note 8.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**24.2 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.

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Trade receivables				
Counterparties without external credit rating:				
- Current students which will register in 2014/2015. These students are still studying and had no defaults in the past. The University expects them to pay their outstanding fees during the 2014/2015 registration period.	106 037	237 860	106 037	237 860
- 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 related entities.	-	6 366	-	6 366
- Other receivables				
Group 1 *	45 592	28 684	44 067	26 650
	<b>151 629</b>	<b>272 910</b>	<b>150 104</b>	<b>270 876</b>
Cash and cash equivalents				
AAA Ratings:				
- Prime South African Banks	255 631	225 480	241 709	220 851
Available-for-sales financial assets				
AAA ratings:				
- Government stocks and bonds	179 327	129 692	179 327	129 692
- Listed stocks and debentures	382 008	372 343	382 008	372 343
- Listed shares all top 40 companies	2 105 433	1 975 063	2 105 431	1 975 063
- Fixed and other deposits, prime South African Banks	430 274	481 416	430 274	481 415
- Endowment policies, top 40 South African insurance	5 441	2 237	5 441	2 237
- Unlisted shares	3 875	2 075	83 389	81 396

\*Group 1 – New customers (less than 2 months).

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**24.3 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 analyses 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
<b>Consolidated</b>				
<b>31 December 2014</b>				
Non-current borrowings	3 849	4 519	20 695	2 071
Accounts payable	297 680			
	<b>301 529</b>	<b>4 519</b>	<b>20 695</b>	<b>2 071</b>
<b>31 December 2013</b>				
Non-current borrowings	3 367	3 849	16 860	10 902
Accounts payable	254 407			
	<b>257 774</b>	<b>3 849</b>	<b>16 860</b>	<b>10 902</b>
<b>University</b>				
<b>31 December 2014</b>				
Non-current borrowings	3 849	4 519	20 695	2 071
Accounts payable	299 064			
	<b>302 913</b>	<b>4 519</b>	<b>20 695</b>	<b>2 071</b>
<b>31 December 2013</b>				
Non-current borrowings	3 367	3 849	16 860	10 902
Accounts payable	254 941			
	<b>258 308</b>	<b>3 849</b>	<b>16 860</b>	<b>10 902</b>

**24.4 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 available funds.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

24.5 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

Consolidated	Loans & receivables R'000	Available-for-sale R'000	Total R'000
<b>31 December 2014</b>			
<i>Financial assets</i>			
Available-for-sale financial assets	-	3 107 758	<b>3 107 758</b>
Trade and other receivables (excluding prepayments)	151 629		<b>151 629</b>
Cash and cash equivalents	255 631		<b>255 631</b>
			<b>Financial liabilities at amortised cost R'000</b>
<i>Financial liabilities</i>			
Borrowings			27 285
Trade payables			297 680
Borrowings included in current liabilities			3 849

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
<b>31 December 2013</b>			
<i>Financial assets</i>			
Available-for-sale financial assets	-	2 967 826	<b>2 967 826</b>
Trade and other receivables (excluding prepayments)	272 910	-	<b>272 910</b>
Cash and cash equivalents	225 480	-	<b>225 480</b>
			<b>Financial liabilities at amortised cost R'000</b>
<i>Financial liabilities</i>			
Borrowings			31 611
Trade payables			254 407
Borrowings included in current liabilities			3 367

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

24.5 Financial instruments by category (continued)

University	Loans & receivables R'000	Available-for-sale R'000	Total R'000
<b>31 December 2014</b>			
<i>Financial assets</i>			
Available-for-sale financial assets	-	3 210 370	<b>3 210 370</b>
Trade and other receivables (excluding prepayments)	150 104		<b>150 104</b>
Cash and cash equivalents	241 709		<b>241 709</b>
			<b>Financial liabilities at amortised cost R'000</b>
<i>Financial liabilities</i>			
Borrowings			27 285
Trade payables			299 064
Borrowings included in current liabilities			3 849

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
<b>31 December 2013</b>			
<i>Financial assets</i>			
Available-for-sale financial assets	-	3 061 366	<b>3 061 366</b>
Trade and other receivables (excluding prepayments)	270 876	-	<b>270 876</b>
Cash and cash equivalents	220 851	-	<b>220 851</b>
			<b>Financial liabilities at amortised cost R'000</b>
<i>Financial liabilities</i>			
Borrowings			31 611
Trade payables			254 941
Borrowings included in current liabilities			3 367

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**24.6 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)

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2014:

<b>Consolidated</b>	<b>Level 1 R'000</b>	<b>Level 2 R'000</b>	<b>Total R'000</b>
Available-for-sale financial assets			
- listed shares	2 105 433	-	2 105 433
- listed stocks and debentures	382 008	-	382 008
- government stocks and bonds	179 327	-	179 327
- fixed deposits	-	22 707	22 707
- unlisted shares	-	3 875	3 875
- other deposits and loans	-	408 968	408 968
- endowment policies	-	5 441	5 441
	<b>2 666 768</b>	<b>440 991</b>	<b>3 107 759</b>

The following table presents the University's assets that are measured at fair value at 31 December 2013:

	<b>Level 1</b>	<b>Level 2</b>	<b>Total</b>
Available-for-sale financial assets			
- listed shares	1 975 063	-	1 975 063
- listed stocks and debentures	372 343	-	372 343
- government stocks and bonds	129 692	-	129 692
- fixed deposits	-	22 930	22 930
- unlisted shares	-	2 075	2 075
- other deposits and loans	-	463 486	463 486
- endowment policies	-	2 237	2 237
	<b>2 477 098</b>	<b>490 728</b>	<b>2 967 826</b>

<b>University</b>	<b>Level 1 R'000</b>	<b>Level 2 R'000</b>	<b>Total R'000</b>
Available-for-sale financial assets			
- listed shares	2 105 431	-	2 105 431
- listed stocks and debentures	382 008	-	382 008
- government stocks and bonds	179 327	-	179 327
- fixed deposits	-	22 707	22 707
- unlisted shares	-	83 389	83 389
- other deposits and loans	-	432 067	432 067
- endowment policies	-	5 441	5 441
	<b>2 666 766</b>	<b>543 604</b>	<b>3 210 370</b>

The following table presents the University's assets that are measured at fair value at 31 December 2013:

	<b>Level 1</b>	<b>Level 2</b>	<b>Total</b>
Available-for-sale financial assets			
- listed shares	1 975 063	-	1 975 063
- listed stocks and debentures	372 343	-	372 343
- government stocks and bonds	129 692	-	129 692
- fixed deposits	-	22 930	22 930
- unlisted shares	-	81 396	81 396
- other deposits and loans	-	477 705	477 705
- endowment policies	-	2 237	2 237
	<b>2 477 099</b>	<b>584 269</b>	<b>3 061 366</b>

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting 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 quoted closing prices as this is most representative of fair value in the circumstance. 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.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**25 Related party transactions**

**25.1 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, and Executive Directors of support service departments and Directors of subsidiaries.

*Compensation paid to key management and members of Council*

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Salaries and other short-term employee benefits				
- members of council	823	687	823	687
- management (note 27)	57 157	55 399	57 157	55 399
	<u>57 980</u>	<u>56 086</u>	<u>57 980</u>	<u>56 086</u>

**Member of Council**

	2014	2013	2014	2013
Baleni MF	30	28	30	28
Burger JP	24	26	24	26
Chaka TA	63	38	63	38
Coetzer GM	32	66	32	66
Dikgole TJ	33	39	33	39
Gebhardt CR	64	53	64	53
Hildebrandt D	22	-	22	-
Khosa G	37	28	37	28
Lushaba D	41	28	41	28
Manganye D	70	56	70	56
Marcus RD	101	97	101	97
Maroga K	22	-	22	-
Memela Khambule T	23	-	23	-
Mjwara P	15	18	15	18
Mokhobo-Amegashie K	7	18	7	18
Njeke MJ	36	30	36	30
Rowland W	55	54	55	54
Sibiya BK	50	39	50	39
Teke MS	69	45	69	45
White MJ	29	24	29	24
	<u>823</u>	<u>687</u>	<u>823</u>	<u>687</u>

**25.2 Payment to members of Council**

Payment for attendance at meetings of the Council and its sub-committees

To whom paid	Number of Members	Attendance at meetings – R'000	Reimbursement of expenses - R'000
Chair of Council	1	101	11
Chairs of committees	5	230	3
Members of Council	14	492	8

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**25.3 Related parties**

The University of Johannesburg controls or owns shares of the following companies:

<b>Company and Principle business activities</b>	<b>Year End</b>	<b>Shareholding</b>	<b>Principle place of business</b>
<ul style="list-style-type: none"> <li>• Million Up Trading (Pty) Ltd The principle activities of this company is to provide accommodation to students.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• Resolution Circle (Pty) Ltd and its subsidiaries The principle activities of this company is to create an inter-disciplinary and applied technology research and development ecosystem which provides work-integrated learning to students in the science and engineering fields by undertaking industry related projects under supervision of experienced professionals to develop students' workplace readiness skills and to drive commercial exploitation of intellectual property. The subsidiaries of Resolution Circle are: - Intellilab (Pty) Ltd in which they have an 85% shareholding - Isibaya Somontho (Pty) Ltd in which they have a 45% shareholding</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• Intellilab (Pty) Ltd Intellilab is a separate company that does advertisements, movies, marketing etc.</li> </ul>	31 December	85%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• ARSA (Pty) Ltd The principle activities of this company is to purchase private properties on behalf of the University. This company is dormant.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• UJ Properties (Pty) Ltd The principle activities of this company is to purchase properties and utilize these as investment property for rental income.</li> </ul>	31 December	100%	Cnr Barry Hertzog Rd and Napier Rd, Richmond
<ul style="list-style-type: none"> <li>• Enerkey Solutions (Pty) Ltd The principle activities of this company is to provide energy solutions. This company is dormant.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• UJ Investment Holdings (Pty) Ltd The principle activities of this company is to be the holding company for all UJ's investments in commercial companies. This company is dormant.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• UJ Propco (Pty) Ltd This is a shelf company which is dormant. No business activities have been defined in terms of registration documentation and no restrictions have been placed on business activities.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• Gradnet Portal (Pty) Ltd The principle activities of this company is to supply online services to students and alumni of education institutions.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• UJ Consulting (Pty) Ltd The principle activities of this company is to provide consulting services. This company is dormant</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• UJ Trust The principle activities of this trust is to hold the University's investments in trust. The funds are managed by an independent board of trustee's.</li> </ul>	31 December	100%	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>• City Lodge Educational Trust The Trust is a result of B-BBEE transaction where City Lodge Holdings sold a percentage of it's shares to a black owned consortium. The dividends received is utilised to repay the original loan and to provide bursaries to previously disadvantaged individuals, especially black women.</li> </ul>	30 June	100%	Cnr University and Kingsway Rd, Auckland Park



NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

25.3 Related parties (continued)

The University of Johannesburg has an interest in the following companies:

Company and Principle business activities	Year End	Shareholding University of Johannesburg	Non- controlling interest	Principle place of business
<ul style="list-style-type: none"> <li>Bio Media Technologies (Pty) Ltd The principle activities of this company is to develop facial recognition software.</li> </ul>	31 December	50.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>Conceptua Survey Solutions (Pty) Ltd Provide a novel means of imaging coal stockpiles aerially, using advanced image processing algorithms to very accurately quantify the volumes thereof. The software is not restricted to coal stockpiles but can be expanded to provide the same function for any commodity, such as grain, ore, etc. and represents a lucrative commercial opportunity.</li> </ul>	31 December	25.00%	N/A	Cnr University and Kingsway Rd, Auckland Park
<ul style="list-style-type: none"> <li>Naledi Computer Systems (Pty) Ltd The principle activities of this company is to provide computer related services, products and technology.</li> </ul>	28 February	80.00%	20.00%	Forty Four Main street, Johannesburg
<ul style="list-style-type: none"> <li>QVS - Qualification Verification Services (Pty) Ltd  The principle activities of this company is to provide an electronic verification system where academic results and qualifications can be verified.</li> </ul>	28 February	10.00%	N/A	17 Quantum Street Techno Park, Stellenbosch
<ul style="list-style-type: none"> <li>Photovoltaic Intellectual Property (Pty) Ltd  The principle activities of this company is to research, develop and manufacture a renewable energy photovoltaic panel.</li> </ul>	28 February	27.64%	N/A	Zidela House, 30 Techno Avenue, Techno Park, Stellenbosch
<ul style="list-style-type: none"> <li>University Sports Company (Pty) Ltd The principal business of the company is to promote High Performance Sport in furtherance of the various sporting activities offered by Member Universities as envisaged in the CMRA. This includes, but will not be limited to, the administration, development and co-ordination of High performances Sport for Member Universities after consultation with the USSA NEC.</li> </ul>	31 December	7.14%	N/A	Cnr University and Kingsway Rd, Auckland Park

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

25.4 Loans to related parties:

Consolidated	Photovoltaic Intellectual Property (Pty) Ltd		Resolution Circle (Pty) Ltd		UJ Properties (Pty) Ltd		UJ Investment Holdings (Pty) Ltd		Gradnet Portal (Pty) Ltd		IntelliLab (Pty) Ltd		BioMedia Technologies (Pty) Ltd		EyeThenticate(Pty) Ltd		Naledi Computer Systems (Pty) Ltd	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Opening balance	74 044	46 044	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans advances during year	2 000	28 000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loans repayment received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest charged	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	<b>76 044</b>	<b>74 044</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

No impairment was recognised for the loans made to associates in to 2014 (2013: R 0) relating to the loan provided to PTIP.

University	Photovoltaic Intellectual Property (Pty) Ltd		Resolution Circle (Pty) Ltd		UJ Properties (Pty) Ltd		UJ Investment Holdings (Pty) Ltd		Gradnet Portal (Pty) Ltd		IntelliLab (Pty) Ltd		BioMedia Technologies (Pty) Ltd		EyeThenticate(Pty) Ltd		Naledi Computer Systems (Pty) Ltd	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Opening balance	74 044	46 044	14 195	14 195	10	10	10	10	5	5	-	-	-	-	-	-	-	-
Loans advances during year	2 000	28 000	4 624	-	-	-	-	-	69	-	1 060	-	258	-	746	-	112	-
Loans repayment received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest charged	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interest received	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment of loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Closing balance	<b>76 044</b>	<b>74 044</b>	<b>18 819</b>	<b>14 195</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>74</b>	<b>5</b>	<b>1 060</b>	<b>258</b>	<b>746</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

No impairment was recognised for the loans made to associates in to 2014 (2013: R 0) relating to the loan provided to PTIP.

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**25.5** The following transactions were carried out with related parties:

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>(a) Purchase of goods and services</b>				
Purchases of services:				
from Resolution Circle ( Pty) Ltd	-	-	23 412	14 032
from Intellilab ( Pty) Ltd	-	-	462	-
from UJ properties ( Pty) Ltd	-	-	200	311
from Naledi Computer Systems ( Pty) Ltd	-	-	811	-
<b>(b) Year-end balances arising from sales/purchases of goods/services:</b>				
Payables to related parties:				
Resolutions Circle ( Pty) Ltd	-	-	1 592	836

**26 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.

**26.1 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.

**26.2 Provision for post-retirement medical aid liability**

Principal actuarial assumptions for the post-retirement medical aid liability for the year ended 31 December 2014 are disclosed in note 15.1. Changes in assumptions may result in changes in the recognised provision for post-retirement medical aid liability.

**26.3 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.

**26.4 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 University 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.

**26.5 Critical judgments applying the University's accounting policies**

The University follows the guidance of IAS 39 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.

**26.6 Impairment of related party loan**

Management assesses financial assets for impairment at each year end. If the asset's fair value is below cost and considered to be significant or prolonged an impairment will be recognized in the statement of comprehensive income. The impairment assessment with regards to the loan receivable from Photovoltaic Technology Intellectual Property (Pty) Ltd requires significant judgment. The company does not have future orders, but has started to manufacture panels. The company is earnestly looking at prospects to sell manufacturing licenses of these panels. Based on this, no further impairment was made in the current year (2013: R0)

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2014

27 Executive Remuneration

Designation	Name	Salary		Allowances		Employer Contributions		Total	Leave Days sold	Merit bonus		Total	
		R'	R'	R'	R'	R'	R'			R'	R'		
Vice-Chancellor & Principal	I L Rensburg	2 979 590	100 652	341 785	3 422 028	-	500 000	3 922 028					
DVC Strategic Services	D Van der Merwe	679 827	2 460 089	119 082	3 258 999	313 269	-	3 572 268					Retired 30 April
DVC Finance	J A Van Schoor	1 724 443	166 268	282 057	2 172 768	79 670	-	2 929 154					
DVC Academic	A Parekh	1 844 956	360 316	272 177	2 477 449	-	-	3 290 469					
DVC Research, Post Grad Studies, Library & Info Centre	T Marwala	1 726 805	79 728	253 345	2 059 878	79 226	-	2 919 783					
Executive Director Student Affairs	M R Laka-Mathebula	1 055 411	12 863	149 222	1 217 496	-	-	1 217 496					
DVC Internationalisation, Advancement & Student Affairs	S Matuleke	1 477 677	1 230 645	217 919	2 926 241	125 439	-	3 051 680					
Registrar	I C Burger	1 606 173	17 151	233 027	1 856 351	71 398	-	2 596 100					
Executive Dean Economic & Financial Sciences	A Dempsey	1 329 434	53 151	227 409	1 609 994	-	-	2 080 371					
Executive Director Finance Expenditure	C J Kruger	1 193 180	53 151	220 744	1 467 075	-	-	1 694 543					Appointed 01 September
DVC Strategic Services	M E Letape	657 021	8 576	76 313	741 909	-	-	741 909					
Executive Dean Art, Design & Architecture	F Freschi	1 228 509	17 151	183 891	1 429 551	-	247 531	1 677 082					
Executive Dean Education	S J Gravett	1 346 794	47 151	216 049	1 609 994	-	516 636	2 126 630					
Executive Dean Engineering & the Built Environment	S Sinha	1 278 856	17 151	179 144	1 475 151	-	268 299	1 743 450					
Executive Dean Health Sciences	A Swart	1 351 474	17 151	241 369	1 609 994	61 923	-	2 125 257					
Executive Director Operations	R Du Plessis	1 073 843	164 241	158 568	1 396 651	199 033	-	1 595 685					Resigned 30 September
Executive Dean Law	P H O'Brien	1 349 135	17 151	243 708	1 609 994	61 923	-	2 148 765					
Executive Dean Management	D Van Lill	1 278 421	27 851	196 305	1 502 577	57 791	-	1 953 369					
Executive Dean Science	B B Mamba	439 486	7 146	89 358	535 990	-	-	535 990					
Executive Dean UJ Sport	W J Hollander	555 775	35 826	101 278	692 879	-	-	692 879					
Executive Director Advancement	M V Damianov	1 209 668	84 651	140 332	1 434 651	-	96 000	1 530 651					
Executive Director Human Resources	V Singh	1 424 720	96 651	165 280	1 686 651	-	139 751	1 826 402					
Executive Director Information & Communication Systems	A A Swartbooi	1 455 821	243 024	239 241	1 938 086	-	96 000	2 034 086					
Executive Director Internationalisation	P G Mekgwe	1 312 288	220 323	173 138	1 705 749	-	130 560	1 836 309					

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2014

27 Executive Remuneration

Designation	Name	Salary	Allowances	Employer Contributions	Total	Leave Days sold	Merit bonus	Total
		R'	R'	R'	R'	R'	R'	R'
Executive Director Library & Information Centre	R Bawa	1 410 286	218 219	191 076	1 819 581	-	246 312	2 065 893
Executive Director Operations	S Mpambane	318 471	98 038	39 023	455 532	-	-	455 532
Executive Director Financial Governance	N Mamorare	688 005	9 242	74 145	771 392	-	-	771 392
Executive Director Academic Development and Support	R P Ryan	1 349 135	17 151	243 708	1 609 994	61 992	140 001	1 811 986
Executive Director Chief of Staff	K C Mketi	548 393	8 576	68 274	625 243	-	-	625 243
Executive Director Research & Innovation	I M Msibi	1 234 757	86 051	143 243	1 464 051	-	121 118	1 585 169
		<b>37 128 352</b>	<b>5 975 335</b>	<b>5 480 211</b>	<b>48 583 898</b>	<b>1 111 663</b>	<b>7 462 007</b>	<b>57 157 569</b>

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**28 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 in (note 22).

A contingent liability exists with regards to the City of Johannesburg municipality for the incorrect allocation of charges and charges not billed towards the University's accounts over the past two financial years. The University has lodged a legal claim regarding the incorrectly allocated charges. The University has also performed a calculation for water and sewerage which has not been billed by the City of Johannesburg on the Auckland Park and Soweto campuses.

A contingent asset exist with regards to the City of Johannesburg municipality for incorrect charges billed towards the University's account. It is expected that our accounts will be corrected within the next two financial years.

	<b>Consolidated</b>		<b>University</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Incorrect allocation of charges	31 576	11 893	31 576	11 893
Water and sewerage not billed	23 333	12 311	23 333	12 311
Incorrect charges to be claimed back	(5 732)	-	(5 732)	-
<b>Contingent liability</b>	<b>49 177</b>	<b>24 204</b>	<b>49 177</b>	<b>24 204</b>

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2014**

Consolidated	Notes	Council controlled – unrestricted		Specifically funded activities – restricted		Sub total		Student and Staff accommodation – restricted		Consolidated 2014		Consolidated 2013	
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>2014</b>													
<b>Total income</b>		3 121 398	3 121 398	321 463	3 442 861	141 726	3 442 861	141 726	3 584 587	3 214 296			
<b>Recurring items</b>		3 121 188	3 121 188	321 463	3 442 651	141 726	3 442 651	141 726	3 584 377	3 214 122			
State appropriations – subsidies and grants		1 389 135	1 389 135	-	1 389 135	-	1 389 135	-	1 389 135	1 303 513			
Tuition and other fee income	<b>16</b>	1 264 306	1 264 306	8 928	1 273 234	138 846	1 273 234	138 846	1 412 080	1 212 996			
Income from contracts		40 135	40 135	97 076	137 211	-	137 211	-	137 211	141 670			
For research		30 000	30 000	87 857	117 857	-	117 857	-	117 857	113 048			
For other activities	<b>19</b>	10 135	10 135	9 219	19 354	-	19 354	-	19 354	28 622			
Sales of goods and services	<b>19</b>	45 885	45 885	46 451	92 336	969	92 336	969	93 305	160 171			
Private gifts and grants	<b>19</b>	109 990	109 990	42 362	152 352	8	152 352	8	152 360	92 071			
<b>Sub-total</b>		2 849 451	2 849 451	194 817	3 044 268	139 823	3 044 268	139 823	3 184 091	2 921 975			
Income from investments	<b>20</b>	258 618	258 618	126 002	384 620	87	384 620	87	384 707	281 737			
Share of profit/(loss) in Associate	<b>5</b>	(2 571)	(2 571)	-	(2 571)	-	(2 571)	-	(2 571)	(2 184)			
Finance income	<b>21</b>	15 690	15 690	644	16 334	1 816	16 334	1 816	18 150	12 594			
<b>Non-recurring items</b>													
Profit/loss on disposal of PPE	<b>19</b>	210	210	-	210	-	210	-	210	174			

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2014**

Consolidated		Notes	Council controlled – unrestricted		Specifically funded activities – restricted		Sub total		Student and Staff accommodation – restricted		Consolidated 2014		Consolidated 2013	
			R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>2014</b>														
<b>Total expenditure</b>			2 924 087	196 949	3 121 036	133 200	3 254 236	2 913 327						
<b>Recurring items</b>			2 888 144	189 880	3 078 024	132 918	3 210 942	2 875 527						
Personnel			1 758 694	67 474	1 826 168	17 858	1 844 026	1 647 900						
Academic professional		14	926 131	36 112	962 243	9 558	971 801	884 955						
Other personnel		14	832 563	31 362	863 925	8 300	872 225	762 945						
Other current operating expenses		17	862 838	46 673	909 511	96 753	1 006 264	911 262						
Depreciation		3	66 775	8 353	75 128	14 673	89 801	79 197						
Amortisation of software		4	8 369	291	8 660	4	8 664	2 443						
Bursaries		18	167 497	67 239	234 736	-	234 736	204 807						
<b>Sub-total</b>			2 864 173	190 030	3 054 203	129 288	3 183 491	2 857 163						
Finance costs		21	14 544	(150)	14 394	3 630	18 024	18 364						
Other (gains)/losses		6	9 427	-	9 427	-	9 427	-						
<b>Non-recurring items</b>														
Capital expenditure expensed		17	35 943	7 069	43 012	282	43 294	37 800						
<b>Surplus for the year</b>			197 311	124 514	321 825	8 526	330 351	300 969						
Other comprehensive income														
Fair value adjustments on available-for-sale financial assets		6	(47 088)	-	(47 088)	-	(47 088)	269 869						
Actuarial gains and losses on defined benefit plans		15	(25 718)	-	(25 718)	-	(25 718)	33 867						
<b>Total comprehensive income for the year</b>			124 505	124 514	249 019	8 526	257 545	604 705						



**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2014**

University	Notes	Council controlled – unrestricted		Specifically funded activities – restricted		Sub total		Student and Staff accommodation – restricted		Consolidated	
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>2014</b>											
<b>Total income</b>		3 121 399	3 121 399	3 13 897	3 435 296	141 726	3 577 022	3 199 033			
<b>Recurring items</b>											
State appropriations – subsidies and grants		1 389 135	1 389 135	-	1 389 135	-	1 389 135	1 303 513			
Tuition and other fee income	16	1 264 307	1 273 282	8 975	1 273 282	138 846	1 412 128	1 212 996			
Income from contracts		40 135	130 732	90 597	130 732	-	130 732	140 087			
For research		30 000	111 948	81 948	111 948	-	111 948	111 465			
For other activities	19	10 135	18 784	8 649	18 784	-	18 784	28 622			
Sales of goods and services	19	45 885	91 369	45 484	91 369	969	92 338	158 733			
Private gifts and grants	19	109 989	152 320	42 331	152 320	8	152 328	92 071			
<b>Sub-total</b>		2 849 451	3 036 838	187 387	3 036 838	139 823	3 176 661	2 907 400			
Income from investments	20	258 618	384 620	126 002	384 620	87	384 707	281 737			
Share of profit/(loss) in Associate	5	(2 571)	(2 571)	-	(2 571)	-	(2 571)	(2 184)			
Finance income	21	15 691	16 199	508	16 199	1 816	18 015	11 906			
<b>Non-recurring items</b>											
Profit/loss on disposal of PPE	19	210	210	-	210	-	210	174			

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2014**

University		Notes	Council controlled – unrestricted	Specifically funded activities – restricted	Sub total	Student and Staff accommodation – restricted	Consolidated 2014	Consolidated 2013
			R'000	R'000	R'000	R'000	R'000	R'000
<b>2014</b>	<b>Total expenditure</b>		2 924 091	180 564	3 104 655	133 200	3 237 855	2 895 921
	<b>Recurring items</b>		2 888 148	174 721	3 062 869	132 918	3 195 787	2 859 026
	Personnel		1 758 696	40 654	1 799 350	17 858	1 817 208	1 630 930
	Academic professional	14	926 132	21 758	947 890	9 558	957 448	872 874
	Other personnel	14	832 564	18 896	851 460	8 300	859 760	758 056
	Other current operating expenses	17	862 840	60 204	923 044	96 753	1 019 797	923 653
	Depreciation	3	66 774	6 570	73 344	14 673	88 017	78 865
	Amortisation of software	4	8 370	237	8 607	4	8 611	2 407
	Bursaries	18	167 497	67 206	234 703	-	234 703	204 807
	<b>Sub-total</b>		2 864 177	174 871	3 039 048	129 288	3 168 336	2 840 662
	Finance costs	19	14 544	(150)	14 394	3 630	18 024	18 364
	Other (gains)/losses	6	9 427	-	9 427	-	9 427	-
	<b>Non-recurring items</b>							
	Capital expenditure expensed	17	35 943	5 843	41 786	282	42 068	36 895
	<b>Surplus for the year</b>		<b>197 308</b>	<b>133 333</b>	<b>330 641</b>	<b>8 526</b>	<b>339 167</b>	<b>303 112</b>
	Other comprehensive income							
	Fair value adjustments on available-for-sale financial assets	6	(47 088)	-	(47 088)	-	(47 088)	269 869
	Actuarial gains and losses on defined benefit plans	15	(25 718)	-	(25 718)	-	(25 718)	33 867
	<b>Total comprehensive income for the year</b>		<b>124 502</b>	<b>133 333</b>	<b>257 835</b>	<b>8 526</b>	<b>266 361</b>	<b>606 848</b>

# UJ External Council Members' Remuneration for 2014

<b>NAME</b>	<b>TOTAL</b>
Mr F Baleni	R 30 600.00
Mr JP Burger (Chair FCC)	R 38 500.00
Ms TA Chaka	R 62 900.00
Ms T Coetzer (Chair Finance)	R 31 600.00
Mr J Dikgole	R 33 300.00
Mr C Gebhardt (Chair PRC Committee)	R 63 700.00
Prof D Hildebrandt	R 22 200.00
Mr G Khosa	R 3 700.00
Dr S Lushaba	R 40 700.00
Denice M Manganye	R 70 300.00
Prof R Marcus (Chair Council & Chair Exco)	R100 800.00
Ms K Maroga (Invitee)	R 22 200.00
Ms T Memela-Khambula (Chair HRCC)	R 23 200.00
Dr P Mjwara (for Nat Dept of Science & Technology)	R 14 800.00
Mr J Njeke (for Kagiso Trust Investments) (Chair ARCC)	R 35 800.00
Ms M Nyoka (Mokhobo-Amegashie)	R 7 400.00
Dr W Rowland	R 55 500.00
Mr K Sibiyi	R 49 600.00
Mr MS Teke (Vice-Chair Council)	R 68 900.00
<b>Mr M White</b>	<b>R 29 600.00</b>
<b>Grand Total:</b>	<b>R805 300.00</b>

Council Chair	=	R4 700 per meeting
Deputy Chair of Council	=	R4 200 per meeting
Council Member	=	R3 700 per meeting
Committee Chair	=	R4 200 per meeting
Committee Member	=	R3 700 per meeting
Exco Chair	=	R4 700 per meeting
Exco Member	=	R4 200 per meeting
Senate, IF, EK, HDC	=	R3 700 per meeting