

Setting goals and objectives is a critical part of any strategic plan, but a path must be plotted, targets set, to ensure that progress can be monitored on the way to realising those objectives. This document shows the baseline, current position of the University, and the progressive targets that it intends to meet on the way to 2025.

Strategic Plan 2025

Tracking progress towards achieving



1. FOREWORD BY THE CHAIRPERSON OF COUNCIL

These are challenging times for higher education in our country, as we continue to experience high unemployment, poverty and inequality in the wider society of which we are a part. These issues put pressure on our higher education system, to serve as the cornerstone of all efforts to radically transform our society, and provide a mechanism that will enable the country to meet these challenges. For the University of Johannesburg (UJ), this calls for radical changes and new ways to improve our teaching and learning, to enhance our research footprint and to ensure that the institution becomes more efficient and effective.

It is pleasing to note, however, that despite these many challenges, the university continued with its excellent performance, and surpassed all its key strategic targets for the last couple of years. These achievements ensured that UJ forged an identity unique among local and international universities, as a well-performing institution. As we continue in our quest to take UJ to greater heights, and boldly enter the international higher education space, we intend to attract and retain illustrious international academic staff, and high performing international students. However, we also realised that these ambitions required a moment to pause and reflect on the appropriateness of our vision and strategic focus, if we are to ensure that UJ remains competitive and attractive as a global institution of learning. Consequently, Council engaged with the Management Executive Committee in holistic and systemic strategic thinking which culminated in the development and adoption of the Strategic Plan 2025, with special emphasis on Global Excellence and Stature.

Born in 2005, out of the merger of three legacy institutions, that is, Technikon Witwatersrand founded in 1921, Rand Afrikaans University founded in 1968 and Vista University founded in 1979, UJ has now transformed into a diverse, inclusive, transformational and collegial institution, with a student population of over 49000, of which 2500 are international students from 52 countries. This makes UJ one of the largest contact universities in South Africa.

The VC also secured a place for UJ in the exclusive Universitas 21 group of research universities, initiated as an international network of universities for collaborative research and shared strategic thinking on globally important issues. UJ also improved its standing as a uniquely positioned academic institution locally and globally, with considerable gains in research output contributing to the global body of knowledge and improving the university's ranking. The university has also created space for academic staff and students of diverse cultures, institutions and languages to grow into a single, well integrated, multi-campus university community of international stature.

Council is extremely grateful for the strategic role displayed by the leadership of UJ in uniquely positioning the University as a global player. As Council, we have confidence and trust in the high levels of commitment and hard work of the collective leadership to implement this strategic plan and take this university to even greater heights.

PROFESSOR ROY MARCUS

Chairperson of Council

2. INTRODUCTION BY THE VICE CHANCELLOR

Shifting our identity and brand from new, young and innovative to a university of global excellence and stature is the future we desire for UJ. This 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 a lot of emphasis on “excellence” which is also a recurring theme throughout the six strategic objectives as outlined below. Over the years, UJ has focussed on building a reputation of accessible excellence, and established itself as an institution of global excellence and world class stature. This is evident in the international recognition that UJ has won including its positioning by the authoritative Quacquarelli Symonds (QS) World University Rankings as being among the top 4% of universities in the world, and among the top 1% of universities in the BRICS countries (Brazil, Russia, India, China & South Africa), where it is ranked 61st among this economic bloc’s 6 200 universities. It is also noteworthy that in both QS WUR and QS BRICS, UJ obtained high scores in the categories of academic and employer reputation, and international faculty. The URAP rankings that focus solely on research output, research impact and global research collaboration, place UJ among the top ten universities in Africa.

UJ is also the first and only African university admitted to the highly respected consortium of 28 research-intensive universities, otherwise known as Universitas 21, an important endorsement of its growing international stature. Furthermore, prospective university students voted UJ the second coolest and preferred university brand in South Africa for five successive years. UJ also boasts world class, internationally recognised academic programmes, based on curricula informed by cutting-edge developments in both undergraduate and postgraduate education. Most important, is the fact that our programmes are designed to prepare students for the world of work and for global citizenship, with a solid reputation of excellence established in our several flagship programmes.

In order to make our teaching, research and innovation goals a reality, we have over the past eight years invested in excess of R2 billion in the upgrading and expansion of living and learning facilities on all four of our campuses, with the intention of creating a safe, secure, world class learning and research environment for both staff and students. We also successfully introduced our ground breaking on-line late applications system in 2013, exceeded by far our target success rates, beat our graduate output targets, surpassed our research output goals, significantly grew our global footprint and academic reputation, and achieved an outstanding 93% graduate employment level within 12 months of student graduation.

All these awards and accolades, and our overall past performance, makes UJ a prominent academic institution in the local and international academic systems, and our willingness to submit credentials for international evaluation is a demonstration of courage, commitment and confidence in our staff and student community at large.

TOWARDS GLOBAL EXCELLENCE AND STATURE

Our vision is to be nationally responsive in a manner that only we can be, while we pursue global excellence and stature. We will therefore dedicate our time and resources over time towards the development and implementation of our global excellence and stature goal. We will, for example, make considerable new investments through the recruitment of a critical mass of distinguished visiting professors, and exceptional postdoctoral fellows, master's and doctoral students in our flagship teaching and research programmes. Our GES initiative seeks to nurture globally astute graduates. In that respect, a landmark initiative for which preparations started during 2013, is the phased introduction of the university-wide use of tablets and notebooks for teaching, learning, assessment and research.

We have set ourselves six new strategic objectives to drive the GES, with excellence as a recurring theme. The emphasis on excellence is important and necessary, as academic excellence forms the basis for the institution's contribution to nation-building, economic development, sustainability of innovative capacity, and education of the future workforce.

It is our sincere belief, that the achievement of the targets we have set for ourselves in relation to our six strategic objectives will make our vision of Global Excellence and Stature a reality, and make UJ a stronger, global university.

PROFESSOR IHRON RENSBURG

Vice Chancellor and Principal

<p style="text-align: center;">VISION</p> <p style="text-align: center;">An international university of choice, anchored in Africa, dynamically shaping the future.</p>	<p style="text-align: center;">MISSION</p> <p style="text-align: center;">Inspiring its community to transform and serve humanity through innovation and the collaborative pursuit of knowledge.</p>
VALUES	
<p>IMAGINATION</p> <p>Shaping the future Thinking independently Developing a cosmopolitan identity Exhibiting ambition and drive Adopting entrepreneurial approaches</p>	<p>CONVERSATION</p> <p>Learning together from our diversity Making wise decisions collectively Engaging meaningfully with one another Displaying mutual respect Leading consultatively</p>
<p>REGENERATION</p> <p>Developing sustainability through creative contribution Introspecting for renewal Innovating for the common good Making positive change Taking advantage of overlooked opportunities</p>	<p>ETHICAL FOUNDATION</p> <p>Treasuring academic freedom Seeking balance in the pursuit of knowledge Facing challenges with courage and earning trust Acting responsibility by being fair, consistent and transparent Participating in and helping the community(Ubuntu)</p>

SUMMARY OF STRATEGIC OBJECTIVES

The following six strategic objectives also provide a focused means for realising the Vision, Mission and Values of the University as set out above. They further represent a re-working of the original Strategic Thrusts 2020 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 objective one: Excellence in Research and Innovation – will be achieved through a focussed approach to Postgraduate studies, Research and Innovation. The aim is to attract outstanding graduates from diverse backgrounds into our postgraduate programmes, by offering a range of innovative programmes characterised by the highest level of scholarship and rigour that incorporate into the curriculum, cutting edge research developments. The university also 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. We will also promote the culture of innovation and entrepreneurship by providing a stimulating and supportive environment, especially in its technology stations, for problem-solving research projects that can be commercialised, and applied technology-driven research and development with the potential to lead to patents and technology transfer.

Strategic objective two: Excellence in Teaching and Learning – will be achieved through maintaining an appropriate enrolment profile, offering intellectually rigorous curricula which respond innovatively to the challenges of the 21st century, promoting outstanding achievements by the full range of our highly diverse student body, and establishing pre-eminence and stature as a teaching-focused institution. The enrolment profile will show increasing growth in SET fields, while maintaining significant proportions of enrolment across all the other primary disciplinary areas, with an emphasis on enrolment of outstanding students from diverse backgrounds, a significant proportion of international students, and a significant number of students from schools in the lowest two quintiles. We will offer a mix of strong, leading-edge, technology-driven programmes, professional and general formative programmes, some of which will have an inter-disciplinary and multi-disciplinary character, while some will be developed to the eminence of flagship status. The university will also aim to achieve excellent student success rates, improved retention and increased graduate output, and finally develop teaching as a scholarly activity.

Strategic objective three: International Profile for Global Excellence and Stature – will be achieved through recruitment of international students and staff, study abroad programmes (inbound & outbound), and smart institutional partnerships. The aim is to have an increased proportion of undergraduate and postgraduate international students through focused recruitment from Africa, the BRICS nations, Asia, the Americas, Australasia and Europe. Recruitment will target international academics of stature, and post-doctoral and other fellows, while for students structured inbound study abroad programmes will become a significant feature of our offerings. We also intend to increase the number and stature of our partnerships with universities, selected United Nations agencies, the African Union and various embassies to secure funding and facilitate the offering of joint degrees, executive short learning programmes and the establishment of a Global Policy Institute for Africa or Leadership School.

Strategic objective four: Enriching Student-Friendly Learning and Living Experience – will be achieved through excellent teaching and learning facilities, support through the student life cycle, learning and living communities, and a responsible and respectful student culture and ethos. We aim to provide sufficient teaching and learning facilities of varying sizes that are well equipped to serve as lecture, tutorial, seminar and laboratory venues. Our libraries throughout all campuses will operate as hubs for student learning through the provision of social and leaning commons and WiFi access. We will also provide a package of career and programme guidance to learners at school level, academic advice for appropriate placement, access to bursaries and loans, psycho-social counselling and career counselling at exit level. The learning and

living objective is 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. Lastly we aim to produce students who are responsible and accountable for their actions, and respectful of human dignity, especially in relation to women, foreign students, gays and lesbians.

Strategic objective five: National and Global Reputation Management – We aim to be a pan-African centre of critical intellectual inquiry through extensive scholarship, participation in the knowledge networks of the continent, including partnering with CODERSIA and through a flow of scholars from the continent to UJ, as visiting professors to participate in our public lectures, seminars and programmes. We will also enhance public awareness of our academic achievements by profiling flagship programmes, top academic scholars and students, and our achievements and awards. We will develop dynamic brand and marketing strategies that enable the careful management of transitions through consistent alignment of all elements and environments, internal and external, including the UJ website, social media and the way in which the University advertises positions. We will also have proactive and responsive communications systems in place that project a positive image of the University and its achievements into the public arena and that enable an effective response to crises. We further intend to play a significant role in public leadership through thoughtful, well-informed and scholarly reflection and engagement on the part of our senior scholars, senior management, senior academic leaders, student leaders and members of Council. Our alumni group remains a very important stakeholder, and we will establish an active alumni base characterised by its loyalty to the institution, its positive promotion of our reputation and well-being, and its contribution to our time, expertise and resources.

Strategic objective six: Fitness for Global Excellence and Stature – We will put in place world class financial systems to ensure good investment returns and overall financial stability and sustainability. Our employment strategies for academic staff will build the proportions of black, women, disabled, and international staff, including the attraction and retention of illustrious academic staff. Promoting a welcoming and caring environment will be manifest in well-kept gardens, buildings and facilities, helpful and prompt attention at all service points and open communication. We will also 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. We will also provide world class infrastructure and systems, and ensure our operations are underpinned by principles of good governance.

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STRATEGIC PLANNING MATRIX

Strategic Objective One: Excellence in Research and Innovation								
Postgraduate Studies								
KPI	Tracking Source	Baseline 2013 (N) ¹	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Innovative programmes								
1. Number of flagship programmes	Faculty reports; HEMIS and ITS (CAA)	0	4	6	10	15	Appointment of Distinguished Chairs, Visiting Professors, Post Docs, targeted bursaries/scholarships for M&D Students. Leveraging international partnerships (e.g., U21 institutions)	DVC: Research DVC: Academic
2. Number of joint programmes		3	3	5	10	15		
3. Number of inter-and multidisciplinary programmes		0	7	8	10	15		
KPA: Increased enrolment in PGDip, Honours, M and D programmes								
4. Number of PGDip and Honours enrolments	HEMIS	PGDip: 13 Hons: 2825 Total: 2838	PGDip: 23 Hons: 2816 Total: 2839	PGDip: 60 Hons: 2900 Total: 2960	PGDip: 1000 Hons: 3859 Total: 4859	PGDip: 1 500 Hons: 3650 Total: 5150	Same as above. In addition, increasing supervisory capacity, and close monitoring of graduate progression rates	DVC: Research
5. Number of Master's enrolments		2268	2424	2410	2792	2959		
6. Number of doctoral enrolments		675	752	750	849	899		
7. Total PG enrolments		6783	6972	6867	8500	9008		

¹ Where the baseline is not 2013, e.g. because it is based on audited data from the previous year, this will be indicated as (N-1).

KPI	Tracking Source	Baseline 2013 (N)	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Percentage PG students from other universities								
8. % Hons % M % D	HEMIS	16.1% (H) 14.4% (M) 14.2% (D)	17.4% (H) 14.7% (M) 13.6% (D)	19% (H) 15% (M) 15% (D)	40% (H) 30% (M) 20% (D)	40% (H) 30% (M) 20% (D)	International Strategy Postgraduate Marketing Strategy	DVC: IASA DVC: Research
KPA: Excellent infrastructure								
9. Satisfaction survey on state of laboratories	Operations Division reports; ICS reports	50% adequate	68%	72%	80% of laboratories state of the art	100% of laboratories state of the art	NRF Equipment Programme	DVC Research DVC: Strategic Services
10. No. of beds for PG students		840	900	1030	1700 (based on 20% of planned PG students)	For 25% of PG students		
KPA: Outstanding academics (highest qualification)								
11. Proportion of permanent and fixed term instruction research personnel with PhD and Master's (or equivalent as UJ defined)	HEMIS	D (35%) ²	D (41.8%) ³	43%	D (65%)	D (75%)	Staff Qualifications Project; Focused recruitment and talent management strategy	DVC: Research DVC: Academic
		M (36%)	M (41%)	M (39%)	M (25%)	M (20%)		

² Calculated at end 2013³ Current position (October 2014)

KPI	Tracking Source	Baseline 2013 (N)	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Consistently high PG output (N-1)								
12. PG graduate output	HEMIS	2012 Total PG: 2525 PGDip: 0 Hons: 1638 Masters: 430 Doctorates: 109	2013 Total PG: 2658 PGDip: 7 Hons: 1730 Masters: 514 Doctorates: 78	2014 Total PG: 2900	Total PG: 3185	Total PG: 3815	High level research support offered through postgrad centre; Additional bursaries and scholarships	DVC: Research
Research								
KPA: Research productivity								
13. Total number of accredited research output units	RIMS; DHET; Scopus	873.90	926.40	970	1500 (1300 by 2018)	1500	Research Centres/ Institutes initiatives; Visiting Professorship Programme	DVC: Research
14. Percentage of publications in international journals		66.0%	84.2%	85%	85%	85%		
15. Number of Scopus listed articles p.a. for year (N-1)		995	970 ⁴	920	925	950		

⁴ Slight decrease in Scopus listed journals but increased publication in DHET accredited journals

KPI	Tracking Source	Baseline 2013 (N)	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Research collaboration (N-1)								
16. Percentage of Scopus listed articles with international co-authors p.a. (N-1)	Research Division reports; Faculty reports; RIMS	41.9%	40.3%	46.5%	50%	55%	As above	DVC: Research
KPA: Research impact, reputation and stature								
17. Annual citations in Scopus (N-2)	NRF; SCOPUS; Faculty reports	3326	6129	5000	2018 = 6000	2023 = 14000	As above	DVC: Research
18. Citations per academic staff (Scopus)		1.1	1.1	1.2	2	2.5		
19. Number of NRF rated researchers		113	134	150	200	250		
20. Number of Fellows of ASSAF/SAYAS		0	3	5	5	6		

KPI	Tracking Source	Baseline 2013 (N)	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Research funding								
21. Value of external research funding	RIMS; Finance Division	R83m	R113m	R120m	R120m	R200m	Leveraging local and International Grants; Promoting industry Linkages.	DVC: Research
KPA: Research capacity								
22. No. of researchers submitting outputs for accreditation in year (N-1)	RIMS; HEMIS; Faculty reports	657	497	680	780	1030	Improved staff capacity initiative Roll out of new strategic initiative	DVC: Research
23. Research output of PDFs		25	30	50	200	250		
24. Number of research-active Visiting Professors		99	109	110	200	300		
25. No. of research-active Distinguished professors		0	10	30	100	200		
Innovation								
KPA: Applied technology-driven research and innovation								
26. No. of research publications in technology fields and disciplines (Scopus N-1)	Research Division reports; Faculty reports; RIMS	70%	75%	76%	80%	100%	GES Strategy Distinguished Visiting Professors, Visiting Professors	DVC: Research

27. Number of patents pa		4	8	10	10	20	Technology Stations	
KPI	Tracking Source	Baseline 2013 (N)	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Technology transfer								
28. Number of commercial start-ups still operating after two years	Commercial Investment Committee (CIC) investment tracking schedule	4	4	6	10	10	Commercialisation strategy	DVC: Finance
KPA: Revenue and/or investments in commercial activities generated from commercialisation								
29. Investment revenue from commercial activities, UJ shareholding in commercial companies / start-ups , sale / licensing of patents which UJ decided not to commercialise	Commercial Investment Committee (CIC) investment tracking schedule, and individual audited financial statements of the start-ups	R0	R4.25 m	R10	R 15m	R20m	Commercialisation strategy	DVC: Finance

Strategic Objective Two: Excellence in Teaching and Learning								
Enrolment Profile								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: An enrolment profile across all primary disciplinary areas with growth in Education and SET fields								
30. BUS/MAN	HEMIS	40% (19044)	39% (19174)	39.8% (19362)	38%	37%	Introducing new academic programmes. Increasing infrastructure capacity on DFC and APK to accommodate more students in SET. Focused student marketing and recruitment strategies. Note: 2015 targets influenced by changes in national policy on Educ programme structure	DVC: Academic
31. EDU		6% (3015)	6% (3138)	6.3% (3064)	8%	9%		
32. SET		31% (14874)	32% (15736)	31.2% (15307)	32%	33%		
33. OTHER HUMANITIES		23% (11353)	23% (11620)	22.8% (11238)	22%	21%		
KPA: Increased enrolment in postgraduate studies								
34. Proportion of UG:PG	HEMIS	86:14	86:14	86:14	83:17	80:20	Early identification and nurturing of potential UG	DVC: Research DVC: Academic

KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
students to progress to postgrad studies. Bursaries and scholarships.								
KPA: Enrolment of outstanding students								
35. Proportion of F students with APS \geq 35	HEMIS; International Division	26%	32%	33%	40%	45%	Focused recruitment of top learners, e.g. additional bursaries to Olympiad winners, school visits by top academics; New model for open days	DVC: IASA DVC: Academic Registrar
36. Number of F students from high-performing SA schools (quintile 5)		38%	39%	40%	42%	45%		
KPA: A significant number of international students.								
37. Total number international students	HEMIS	2331	2325	2700	5 000	7500	Conduct research into new markets Carry out improvement campaign Effective Yield Management Implement an accessible 'English Language for University Programmes'	DVC: IASA DVC: Research Registrar DVC: Academic Registrar
38. UG enrolments		1612	1557	1755	3000	3750		
39. PG enrolments		695	768	945	2000	3750		

KPA: A significant proportion of first-time entering UG students from schools in the lowest two quintiles								
40. Percentage of F students from two lowest quintile schools (quintile 1 and 2 schools)	HEMIS; DBE database	18%	26%	25%	20-22%	20-22%	Earmarked NSFAS bursaries, recruitment strategies.	DVC: IASA DVC: Finance
Intellectually rigorous curricula which respond innovatively to the challenges of the 21st century								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Constant and dynamic use of learning and teaching with technology								
41. Percentage of first-year modules using hand-held devices for T&L	DIPEM survey Faculty reports CAT reports Library reports	-	30%	60%	100%	100%	Establishing T&L with technology as a mandatory requirement for all first year teaching in second semester of 2014; Providing on-going training for staff and students in the use of technology. Setting annual targets for all faculties in prescribing E-books, Financial support, and looking at 3G off campus access in technology roll out plan.	DVC: Academic DVC: Strategic Services
42. Percentage of first-year students with hand-held devices		-	46.5%	60%	100%	100%		
43. Percentage prescribed reading material in e-format and/or open source material		E Format 2% Open Source 3%	E Format 4% Open Source 7%	E Format 8% Open Source 8.5%	E Format 20% Open Source 15%	E Format 40% Open Source 20%		

							Gradnet Project with pilot roll out in Educ and Law in 2015	
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Programmes that are internationally accredited								
44. Number of internationally accredited programmes	Faculty reports	10	11	13	20	25	Identify and submit applications for international accreditation	DVC: Academic
KPA: Programmes that are regularly quality assured and enhanced								
45. Percentage programmes reviewed	Unit for Quality Promotion reports	UG (dip and degrees) N=505) PG (N=525) Non-subsidised (N=44)	UG: 20% PG: 23% NS: 34%	UG: 27% PG: 29% NS: 39%	UG: 60% PG: 60% NS: 100%	UG: 100% PG: 100% NS: 100%	Conduct programme reviews by means of self-evaluations and peer reviews by external expert panels that focus on global excellence and stature with special reference to relevance, student success and internationalisation. Facilitate programme reviews	Registrar DVC: Academic

							by professional bodies with the focus on professional standards and employability. Wide dissemination of programme review findings to address cross-cutting matters, e.g. student success, infrastructure and support.	
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Programmes that prepare students for the world of work								
46. Percentage of undergraduate students that participate in experiential learning (WIL, internships and service learning)	ADS reports	19%	20%	21%	30%	40%	WIL Training Centres on site, increasing industry partnerships	DVC: Academic
Outstanding achievements across our diverse student body								
KPA: Excellent student success rates, retention and graduate output								
47. Module completion rates	HEMIS	81.5%	82.6%	83%	84%	85%	Enhanced FYE programme,	DVC: Academic

48. UG dropout rate in year 2	HEMIS	16% (2012 cohort)	18% (2013 cohort)	17%	16%	16%	Introducing SYE project. Enhanced programme of postgrad support by Centre for Postgrad studies, ongoing monitoring and timeous interventions Identifying priority modules for targeted intervention	DVC: Academic
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
49. Percentage students completing 3 year UG programmes in minimum time (N-1)	HEMIS	31% (2012)	32.2% (2013)	33%	34%	35%	FYE and SYE, Student analytics project to enhance monitoring of student progression, Review of curriculum and modules that contribute to bottlenecks, winter school and other recess period interventions	DVC: Academic
50. Total graduation rate and output (N-1)		23% (11410)	24% (11576)	24% (11650)	25% (12416)	27% (13400)	Focus on reducing the dropout rates – resultant	DVC: Academic DVC: Research
51. UG graduation rate and output (N-1)		21% (8885)	21.6% (8918)	21.7% (9114)	22% (9258)	24% (9585)	improvement in retention rates and throughput rates will	DVC: Academic

							result in increased graduate output.	
KPA: Recognition of top student achievement.								
52. Number of first-year Top Achievers	Faculty and ADS data	308	342	370	400	500	Dean's list for top achievers and other rewards and recognition of top achievers, including bursaries, opportunities for study abroad etc.	DVC: Academic
53. Number of UJenius students		242	350	370	420	480	Early identification of high achievers – programme of accelerated support	
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Intellectually challenging extra-curricular opportunities for students opening pathways to PG studies								
54. Percentage of UG students participating in UG research	Faculty reports	-	10% (N=1300) participating in research	12%	15%	25%	Establishing a division for u/g research within Centre for Postgraduate Studies, early identification of potential students, providing bursaries for postgrad studies	DVC: Research DVC: Academic
55. No. of UG students participating in national and international conferences,		-	91 12%	120 15%	200 25%	220		

debate and competitions								
56. Percentage of UJ students progressing to PG studies	HEMIS	26.2%	28.2%	30%	35%	40%	Early identification at faculty and department level of potential students at u/g level; targeted support to further postgrad studies, including senior tutor appts, bursaries and scholarships,	DVC: Research DVC: Academic DVC: Finance
KPA: Graduate employability (N-1)								
57. Percentage employed within 3 months of graduation	Graduate Employability survey	62.8%	70.9%	72.0%	70%	75%	Establishing links with potential employers, including developing a data base of employers in discipline-specific areas. Working with WIL coordinators to develop beneficial relationships with Government, agencies and parastatals	DVC: Academic
58. Percentage employed within 6 months of graduation		79.2%	85.6%	86.5%	87%	90%		
59. Percentage employed within 12 months of graduation		91.5%	93.5%	94%	95%	95%		
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
60. Percentage international students	Graduate Employability Survey	91.2%	91.2%	92%	95%	95%	Establishing links with potential employers, including	DVC: Academic DVC: IASA

employed within 12 months							developing a data base of employers in discipline-specific areas.
61. Employers satisfied with the quality of UJ graduates	QS employer reputation score	39.8	36.0	39	45	55	Working with WIL coordinators to develop beneficial relationships with Government, agencies and para-statals. Career recruitment initiatives
62. Effectiveness of graduate placement services (n-1)	PsyCad reports	Total number of Graduate Placements in 2012 nationally - 1496 Bursaries awarded – 269 (18%) Permanent Positions offered – 276 (18%) Internships offered – 306 (20%) Vacation work offered – 263 (17%)	Total number of Graduate Placements in 2013 nationally – 1135 Bursaries awarded – 329 (30%) Permanent Positions offered – 409 (36%) Internships offered – 355 (31%) Vacation work offered – 223 (19.6%)	Bursaries awarded – 31% Permanent Positions offered – 37% Internships offered – 32% Vacation work offered – 20%	Bursaries awarded – 35% Permanent Positions offered – 40% Internships offered – 40% Vacation work offered – 30%	Bursaries awarded – 40% Permanent Positions offered – 45% Internships offered – 40% Vacation work offered – 35%	Career days for top recruitment companies

Pre-eminence and stature as a teaching-focused institution								
KPA: Teaching developed as a scholarly activity								
63. No. of publications in SOTL pa	ADS reports; Research Division reports; UJ Chair of T&L reports	-	10	12	20	25	UJ Chair in T&L and URC funding to support research in scholarship of T&L	DVC: Academic
KPA: Regular teaching evaluation by students and peers								
64. No. of student and peer reviews pa	Staff Professional Development Division reports	250 teaching evaluations; 100 module evaluations conducted	350 teaching evaluations; 150 module evaluations	450 teaching evaluations; 200 module evaluations	550 teaching evaluations; 250 module evaluations conducted	650 teaching evaluations; 260 module evaluations conducted	Revise teaching and module evaluation format and processes; Established a high-level committee to evaluate scholarship of T&L for all future promotion applicants.	DVC: Academic

Strategic Objective Three: An International Profile for Global Excellence and Stature								
International students								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic Initiative	MEC member
KPA: Focused recruitment of international students at undergraduate level								
65. No. of international UG students	HEMIS; International Division reports	1612	1557	1800	Total 3000	Total 3750	Conduct market research in new markets and carry out recruitment campaigns Deepen government partnerships where they exist; Forge new marketing partnerships; Institutionalise the NARIC admission license and training	DVC: IASA Registrar DVC: Finance
66. No. new (F) applicants admitted		939	1295	1450	2800	3200		
KPA: Focused recruitment of international students at postgraduate level								
67. No. of international PG students	HEMIS; International Division reports	687	768	900	2000	3750	Conduct market research in new markets and carry out recruitment campaigns; Forge recruitment partnerships with universities and agencies; Target	DVC: IASA Registrar DVC: Finance
68. No. of new (F) applicants admitted		505	753	850	1800	3500		

							funded markets; Forge a relationship with HESA for Matriculation exemption Provide assistance with SAQA application as necessary	
KPA: An enriching international student experience in a supportive environment								
69. Good accommodation on or near campus	International Division reports; Student Finance Division reports	10% accommodation reserved for international students	5.2% accommodation reserved for international students	6% accommodation reserved for international students	12% of accommodation reserved for international students	15% of accommodation reserved for international students	Provide a one-stop-shop for student welfare	DVC: IASA DVC: Strategic Services
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
International staff								
KPA: A supportive environment for international visiting and resident staff								
70. Archibus scores New indicator	Survey	3	3 - 3.5	3.5 - 4	4	>4	Undertake an audit of current facilities	DVC: IASA DVC: Strategic Services
Study abroad programmes – inbound and outbound								
KPA: Structured inbound study abroad programmes								
71. Number of structured programmes for inbound students	International Division reports	3	5	6	15	25	Each faculty to set up at least two Study Abroad Programmes; Leverage	DVC: IASA

72. Number of inbound students		109	132	150	1 000	1 200	National/UJ strengths; Market the Study Abroad Programmes through U21, QS networks, ISEP, Study Abroad to Africa, and EAIE, NAFSA	
KPA: Partners offering structured outbound study abroad programmes								
73. Number of partners offering appropriate programmes	International Division reports	1	5	6	5	20	Leverage U21 network; Offer faculty-led outbound programmes in niche areas such as Jewellery; Target high profile International Youth Leadership Programmes and Rich Cultural Programmes; Faculties to identify special focus areas for support Undertake an audit of outbound students spread; Enhance internal marketing of outbound study Abroad	DVC: IASA
74. Number of outbound students		95	123	150	2 000	2 200		

Smart Institutional partnerships								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Forging of significant partnerships to leverage recruitment opportunities, funding opportunities, the offering of joint degrees and executive leadership programmes								
75. Number of leadership programmes with international partners	International Division reports	3	7	8	10	15	US Federal Student Aid Accreditation; Increased funding partnerships with foreign governments / funding agencies; Enhanced and strengthened partnerships with government agencies and parastatals; Appropriate facilities	DVC: IASA

Strategic Objective Four: An Enriching Student-Friendly Learning and Living Experience								
Excellent teaching and learning facilities								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Well-equipped teaching and learning spaces of adequate size to serve a variety of purposes								
76. Lecture venues of various sizes adequately equipped and with WiFi access	ICS reports; Operations Division reports (Campus Master Plan); Enrolment plans Faculty Reviews	42% of venues have Wi-Fi; all lecture venues either have AVU equipment installed or have access to portable AVU equipment	42% have Wi-Fi		100% of venues have Wi-Fi; 100% of venues have AVU equipment installed.	100% of venues have Wi-Fi; 100% of venues have AVU equipment installed	Use of technology to enhance teaching and learning	DVC: Strategic Services Registrar
KPA: An excellent overall student experience (N-1) ⁵								
77. UG student satisfaction (SA & international)	Student satisfaction surveys	Overall: 80%	Overall: 85.7% Facilities: Libraries: Safety and security: Extra-curricular:	Overall: 87% Facilities: Libraries: Safety and security: Extra-curricular:	Overall: 90% Facilities: Libraries: Safety and security: Extra-curricular:	Overall: 95% Facilities: Libraries: Safety and security: Extra-curricular:	Annual student experience surveys	DVC: Academic DVC: Research
78. PG student satisfaction (SA & international)		Overall: 75%	Overall: 86.2% Library facilities; Supervision: Support:	Overall: 87% Library facilities; Supervision: Support:	Overall: 90% Library facilities; Supervision: Support:	Overall: 95% Library facilities; Supervision: Support:		

⁵ Figures in red indicate composite data and targets from currently run student satisfaction surveys. These will be disaggregated from 2015 for local and international students and according to newly specified elements.

international)								
Learning and living communities								
KPA: Residences and day-houses of quality on campus that promote cultures of learning and social responsibility								
79. Condition of our residences	Students Affairs Division reports; Student surveys; Incident reports; Rating report; Student Surveys	Residences maintained in accordance with a maintenance schedule; all residences have WiFi connectivity	Residences maintained in accordance with a maintenance schedule;	Physical quality of residences achieve 70% rating in student surveys;	Physical quality of residences achieve 80% rating in student surveys; all residences and day houses have WiFi connectivity	Physical quality of residences achieve 90% rating in student surveys; all residences and day houses have WiFi connectivity At least one postgraduate residence per campus.	Residence facilities of global standards Increased student participation and engagement.	DVC: Strategic Services DVC: IASA
80. No. of students actively participating in day-houses and activities of student societies		7576	11679	13430	15444	17760		

KPA: Accredited off-campus accommodation								
81. Percentage off-campus accommodation that measures to our standards	Students Affairs Division reports			70 %	100%	100%	Off campus accommodation aligned to UJ residence standards	DVC: IASA
A responsible and respectful student culture and ethos								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Student voluntary service								
82. No. of students doing voluntary service pa	CE Board reports and CE Annual Report	7 151	8 514	10 000	20 000	22 500	Mandela Day realigned to GES and leveraged in international media. Women's Day to be expanded to Women's Month and aligned to local excellence and stature. Student mentorship to learners Project to be launched and implemented.	DVC: IASA

Strategic Objective Five: National and Global Reputation Management								
Pan-African value proposition, character and personality								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Pan-African public scholarship for critical intellectual inquiry								
83. Distinguished annual public lectures, including an annual named UJ public lecture. Distinguished lectures delivered elsewhere by UJ staff	Faculty reports	15	93		40	60	Engage faculties and senate on naming of annual lectures. Identify high profile scholars on the continent to deliver the key prestigious public lectures – ensure international coverage of event; faculties to identify senior/illustrious scholars to deliver public lectures	DVC: IASA
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Naming project								
84. Percentage facilities, centres and chairs that reflect a Pan-	Minutes of the Naming Committee	53 facilities have been named to date and 11 gates have been	33 residences and day houses with names that are not	1% residence & day house names reflecting UJ's vision and GES	10% facilities per campus annually up to 2020 (56)	20% facilities per campus annually from 2020 to 2025	Naming initiative	DVC: IASA

African character		named. Currently there are no Pan-African character names.	reflective of UJ's vision, mission & GES					
Elevated academic reputation								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Enhanced public awareness of academic/research achievements								
85. Academic reputation score in QS World University Ranking	QS WUR annual reports	20.2	20.3	21	25	30	Move the brand from accessible excellence to global stature and excellence with targeted brand and marketing campaigns which highlight academic achievements. Focused University media profiling; Communication campaigns on Internationalisation (partnerships and rankings), Postgraduate success stories, Research, patents and start-ups	DVC: IASA
86. Number of awards and prestigious recognition (NSTF, NRF and WISA)	Faculty reports; Advancement Division reports on national and international Media reports (electronic, mass, specialist journals, HE publications such as University World News) Global, QS Website, THE	0	4	5	8	10		
87. Public profiling of patents and start-ups		Campaign on Resolution Circle			Articles to be written on all patents and start-ups and media monitored	Articles to be written on all patents and start-ups and media monitored		
88. Number of externally funded Chairs		7	7	8	10	15		

	website, U21 website, Conferences							
KPA: Public acknowledgment of teaching commitment and expertise at Faculty and at University level								
89. No. of teaching awards (institutional, national and international)	T&L Annual Report;	3	4	6	10	15	Annual Faculty and VC award ceremonies to recognise excellence in teaching. Data base to be created of UJ experts in T&L – Division of Advancement to promote regular media exposure	DVC: Academic DVC: IASA
KPA: Active participation in international networks								
90. Active partnerships on Research collaboration, staff exchange & joint seminar\$	Internationalisation Division reports Faculty reports ImageNow	Membership of ACU, membership of the European Association of International Education and Universitas 21. Ranked by QS			MoUs with half the members of U21, 7 joint publications, 7 joint programmes, 7 staff exchanges, and 7 annual think tank seminars hosted alternatively by UJ and NTU.	10% increase on the 2020 targets		DVC: IASA

Dynamic brand								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Established global excellence and stature								
91. Well-managed brand transition	Annual brand reputation study; Annual brand internalisation study; Sunday Times Generation Next Brand Survey (STGNBS)	Resonance: 77.1% Recall: 35% Knowledge: 34% - Advocacy: 60% STGNBS: 2	Resonance: Recall: Knowledge: Advocacy: STGNBS: 2 (2014 results expected mid-November)	Resonance: 77% Recall: 35% Knowledge: 40% Advocacy: 65% STGNBS: 2	Resonance: 79% Recall: 36% Knowledge: 45% Advocacy: 70% STGNBS - 2	Resonance: 80% Recall: 38% Knowledge: 60% Advocacy: 75% STGNBS - 2	Increase visibility of research and citation on UJ Web Move the brand from accessible excellence to global stature and excellence with targeted brand and marketing campaigns which highlight academic achievements Brand Internalisation campaigns for promoting the achievements of staff and students	DVC: IASA
92. Improved ranking positions	QS WUR and QS BRICS Subjects ranked (QS) URAP	QSWUR: 601-650 QS BRICS: 61 Subjects ranked (QS):- URAP: 1038	QS WUR: 601-650 QS BRICS: 63 Subjects ranked (QS):9 URAP: 788	QS WUR 601-650 QS BRICS 61 Subjects ranked (QS): 10 URAP: 750	QS WUR: 501-550 QS BRICS 55 Subjects ranked (QS): 15 URAP:600	QS WUR: 451-500 QS BRICS 50 Subjects ranked (QS): 20 URAP: 550		
National and global strategic communication								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Global reputation building								
93. Global events	Strategic Communicatio	1	1	4	10	15	Engagement with an International media company	DVC: IASA

94. National events	ns Division reports	0	7	10	20		to ensure monitoring, tracking and informing international publication push International Media consultants to be contracted with the objective of penetrating media domains in Africa, UK and USA. Weekly editorial meetings to be implemented across UJ engaging all stakeholders Establish Media Advisory Panel to forge partnerships with key media and influential journalists	
95. UJ authored op-eds	Webometrics	21 opinion pieces p/a	87	95	120 opinion pieces p/a	150 opinion pieces p/a		
96. Improved Webometrics ranking (3 places p.a.)		Webometrics global: 1749 Africa: 16 SA: 9	Webometrics global: 1204 Africa: 14 SA: 9	Webometrics global: 1185 Africa: 13 SA: 8	Webometrics global: 1000 Africa: 10 SA: 6	Webometrics global: 900 Africa: 8 SA: 6		
Alumni								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Active alumni contributing positively to UJ's reputation and resource base								
97. No. of alumni active in UJ events	Alumni Division reports	-	?????	5 000	25 000	35 000	Intervention of the new marketing agency for enhancing alumni affairs Development, management and maintenance of fully fledged and accurate alumni data base Launch and development of Annual Alumni Giving Fund Launch and implementation of the HUJA Project - Home of UJ Alumni Expansion of Alumni Day into Alumni Festival focused on attracting Alumni from legacy	DVC: IASA
98. Financial contribution of UJ alumni (direct and collections)		R209 137	Information available at year-end	R 2m	R 10m	R 30m		

Strategic Objective Five: National and global reputation management

							<p>institutions in order to grow direct and affiliated contributions. Increase stature, profile and focus of “Exceptional Talks by Exceptional People” in order attract and retain Alumni Pre-Alumni to be refined and focused towards engaging and supporting the 555 Campaign</p>	
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Strategic Objective Six: Fitness for Global Excellence and Stature								
Financial stability and sustainability to support the GES drive								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Financial stability								
99. Balanced annual budget and five year financial plan	Annual approved operational budget	R29 m deficit 2014 budget	R82m surplus, Dec 2014 projection	R24.9m budgeted deficit	R20m surplus	R20m surplus	Short and long term financial sustainability	DVC: Finance
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Financial sustainability								
100. Level of external funding and investment returns as a % of operating income	Investment Committee Minutes and investment managers' report External funding and 3rd stream income Annual reserve analysis based on audited numbers	4.0%	4.0%	5.0%	10.0%	10.0%	Short and long term financial sustainability	DVC: Finance
101. Externally generated unencumbered funding	Annual audited financial statements, Annual reserve analysis	R20m	O/s to be determined after Y/E	R30m	R50m	R75m		

102. Minimum Council controlled reserves at year end	GES project annual report to FinCom	R1 180m	R1 092 as per GES approval document	R1 034 as per GES approval document	R1 150m (max)	R1 300m (max)		
103. Increased yield from tuition fees and graduate output realised from GES project	GES project annual report to FinCom	R0	R0 as per GES approval document	R10.8m as per GES approval document ⁶	R33m as per GES approval document	To be determined based on additional / other investments between 2020 and 2025		
104. Research income yield realised from GES project		R0	R0 as per GES approval document	R10.8m as per GES approval document	R418.5m as per GES approval document	To be determined based on additional / other investments between 2020 and 2025		
KPA: Annual investment in academic project								
105. Percentage of operating budget invested in the academic and academic	Annual approved operating budget	54.60%	54.40%	54.60%	58%	60%	Short and long term financial sustainability	DVC: Finance

⁶ This is the amount of increased tuition fees which should be realised in 2015 due to the GES initiative. It will be part of the base in 2016.

support services								
106. Total Employment costs as % of total income		62.87%	43.74%	62.16% as per 2015 budget	62%	61.50%		
Effective financing of academic project								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	Responsible MEC member
KPA: An employment strategy for academic staff that builds proportions of black, women, disabled, and international staff								
107. Total permanent and fixed term academic staff	HEMIS	1030	1088	1120	1200	1250	Recruitment and targeted management strategy Detailed analysis of staff to student ratios per academic department; Strategic allocation of additional staff resources to improve ratios in high risk departments.	DVC: Strategic Services DVC: Academic DVC: Research DVC: Finance
108. Ratio of FTE permanent and fixed term academic staff to FTE students		1:41	1:35	1:33	1:32	1:30		
109. Ratio of total academic staff (permanent and		1:24	1:24	1:24	1:22	1:20		

temporary) to FTE students								
110. Academic staff profile (permanent and fixed term) by race, gender, disability and national origin		Black: 34% (345) Female:44.4% (454) Disability: 0.66% (9) International: 11.7% (122)	Black: 35% (387) Female: 46% (501) Disability: 0.7% (9) International: 12.9% (141)	Black: 36% Female: 47% Disability: 0.8% International: 14%	Black: 40%; Female: 50%; Disability: 1.5% International: 20%	Black: 50%; Female:52% ; Disability: 1.5% International: 20%		
111. No. of Associate Professors and Professors by race and gender		Black: 24.5% (38) Female: 33% (76) ⁷	Black: 16.6% (37) Female: 36.1% (81) ⁸	Black: 17% Female: 37%	Black: 30% Female: 50%	Black: 40% Female: 50%		
KPA: Retention of academic staff								
112. Percentage attrition of academic staff with PHD	HRIS	6%	8%	Less than 8 %	Less than 8 %	Less than 8%	Recruitment and talent management strategy	DVC: Strategic Services DVC: Academic DVC: Research

⁷HEMIS data end 2013

⁸ Current 2014 HEMIS data

113. Success of Academic Mentorship and Development Programme (AMDP) Number promoted as a result of AMDP	ADS reports HR reports	-	-	-	100	150	Roll out of AMDP in 2015.	
114. A fit for purpose working environment (N-1)	Annual Culture Survey	69%	Culture survey in progress	70%	More than 70%	More than 75%	Culture Survey to be conducted annually	Chief of Staff
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Academic staff to student ratios appropriate to UJ programme offerings.								
KPA: A senior academic staff complement to enable high levels of student performance								
115. Percentage permanent and fixed term academic staff by rank (Associate Professors and Professors)		Professors: 13.5% (140/1030) Associate Professors: 8% (85/1030) Total (P+AP): 21.8% (225/1030)	Professors: 11.48% (125/1088) Associate Professors: 8.50% (93/1088) Total (P+AP): 20% (218/1088)	Professors: 13% Associate Professors: 9% Total (P+AP): 22%	Professors: 15% Associate Professors: 15% Total (P+AP): 30%	Professors: 16% Associate Professors: 16% Total (P+AP): 32%	Providing opportunities for staff to improve credentials to enable promotions to senior level appointment; Recruiting high-level academic expertise onto permanent and fixed term	DVC: Strategic Services DVC: Research DVC: Academic

							contract posts; To factor professional registration as a key requirement for promotions, where applicable	
Sustainability								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Responsible stewardship of the environment								
116. Efficient management of environment	Energy consumption Water consumption Waste management Carbon footprint	7% energy consumption reduction 14% waste recycled Current carbon footprint as measured against 2011 baseline is 6.9%	Energy reduction: Water use reduction: Waste recycled: Carbon footprint reduction:	Energy reduction: Water use reduction: Waste recycled: Carbon footprint reduction:	Energy reduction:10% Water use reduction: 10% Waste recycled: 15% Carbon footprint reduction: 10%	Energy reduction:15% Water use reduction: 20% Waste recycled: 20% Carbon footprint reduction: 15%	Develop an annual Energy Management Plan with clear deliverables and timelines to improve energy consumption and cost	DVC: Strategic Services
Good governance								
KPI	Tracking Source	Baseline 2013	2014 actual	2015 target	2020 target	2025 target	Strategic initiative	MEC member
KPA: Legal and ethical compliance								
117. Legal compliance	Registrar's reports; Audit reports; Annual Declaration of Interest	Council Code of Ethics; Student	Legal Compliance Maturity Audit – measuring extent of awareness of	Regulatory universe maturity: 60% at levels	Regulatory universe maturity: 75% at levels	Regulatory universe maturity: 90% at levels	Awareness campaigns for each unit/division	Registrar ; DVC: IAS

	<p>Registers - members of Council and Employees; Agendas and minutes of all meetings iro the official governance structures at UJ; Occupational Health Risk assessments and specialised surveys; Occupational safety audit reports; Quality Promotion Unit reports; Client satisfaction surveys; Improvement Plans and Progress Reports Council governance review Survey on awareness iro ethical conduct, whistle blowing hotline</p>	<p>Values Charter; Procedural document on Transacting of Confidential Business Substantial progress regarding policy and Academic Regulations review</p>	<p>the regulatory universe which governs UJ in: Academic Administration, HR, Research, Finance, ICS, Health and Safety, Secretariat. Outcome: Advanced = 7%, Mature =43%, Established = 43%, Basic = 7%</p>	<p>Advanced and Mature</p>	<p>Advanced and Mature</p>	<p>Advanced and Mature</p>	<p>on its regulatory universe</p>	
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118. Ethical compliance and good governance		No. Of incidents reported to the whistle-blowing hotline. Council governance review 87% Compliance iro completion of individual forms for Declaration of Interests: Council members: 100%.	Council governance review ⁹	Council governance review 88%;	Sustained excellence iro Good Governance; All policies, charters, processes and procedure to have been reviewed - in accordance with indicated review dates Council governance review Compliance iro completion of individual forms for Declaration of Interests: Council members: 100%.	Sustained excellence iro Good Governance; Sustained compliance. Council governance review Compliance iro completion of individual forms for Declaration of Interests: Council members: 100%.	Code of Ethics for UJ Awareness campaigns by Corporate Governance	Registrar
119. Satisfaction with support divisions	Survey reports	No data	Survey currently being conducted	60% satisfaction	75% satisfaction			DVC: Strategic Services; DVC: Finance; Registrar

⁹ Score for 2014 to be decided at November Council meeting

KPA: Risk management and mitigation of risk								
120. No. of risks over 16 (Residual risks)	Audit findings	MEC RMC on a quarterly basis, Institutional risk register submitted to MEC, ARCC & Council for review of risk mitigation	3	4	6	4	Effective financial governance, internal controls and risk management	DVC: Finance
121. No. of internal audits with recurring findings over a three year period			7	6	5	5		