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1 EXECUTIVE SUMMARY

1.1 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 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 as well as of Senate.

There are two levels of management in the Library:

a) The Management Committee consisting of the Executive Director, Directors and Managers.

b) The Consultative Strategy Group. The group consists of the Management Committee plus all Team Leaders and specialist staff working across campuses.

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

a) The Library Advisory Committee
b) 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 Technology (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 interest of good communication.

1.2 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 on 22 February.

Specific risks and mitigating strategies are discussed below.

1.2.1 Leaking Roofs of the APK and SWC Campus Libraries
Leaking roofs were problematic in both the SWC and APK Campus Libraries. The roof of the Soweto Campus 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 on how to resolve the problems associated with an aging building during 2014. It was agreed that the ceiling needed to be replaced and the roof fixed. The project to do so was registered in partnership with CTS and tendered as per UJ policy and procedure. 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.

1.2.2 Emergency Doors
As part of the library’s efforts to obtain compliance the need for additional emergency exit doors in the APK Campus Library were identified by the UJ Occupational Health & 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 level 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.

1.2.3 Business Continuity Plan
The UJ Library received more than 4 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 3rd parties). Implementation is scheduled for 2015.

1.2.4 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 to be able to provide access to the best information sources on offer.

• The impact of load shedding on the availability of services. The academic program has to continue despite the impact of power outages and that means that students, staff and researchers need un-interrupted access to information sources and information services. To be able to provide such access, all campus libraries should be supported by emergency power.

1.3 Strategic Focus and Targets
The UJ Library strategic focus was on the following:

• Renovation and upgrading of library spaces in all the campus libraries.
• Supporting teaching and learning with technology, improved collections and updated services.
• Improved service to post-graduate students and researchers.
• Supporting the overarching UJ thrust to achieve global excellence and stature (GES).
1.3.1 Renovation of 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.
- A link resolver.
- Replacement of the lift in the DFC Campus Library, as well as the installation of a public address system.
- Upgrading of power outlets.
- New shelving was installed in the DFC and APB campus libraries.

1.3.2 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 (60x Wyse Thin Clients – 44 Dell PCs).
- APK – 124 (80x Wyse Thin Clients – 44 Dell PCs).
- DFC – 104 (60x Wyse Thin Clients – 44 Dell PCs).
- FADA – 12 (12x Wyse Thin Clients).
- SWC – 80 (30x Wyse Thin Clients – 50 Dell PCs).

All campuses received both a 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.

1.3.3 Supporting Teaching and Learning
a) Library Systems and IT

During 2014 the UJ Library migrated to the latest version of the UJoogel 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 (NWU, UNISA & UP) 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 that exposes the full flexibility of patron records called “118PU-WS Patron Update Web Service API” has been bought as an add on to the library’s ILMS (Sierra). This API will allow the ITS (pertaining student data) & 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 improving access to these information sources significantly.

b) 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 where 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 that 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 systems.

- 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 served to reduce the noise levels in other areas of the libraries.

c) Central Services

The library web site 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, 54 660 (4%) of it 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.
1.3.4 Improved Service to Post-Graduate Students and Researchers

a) 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.

b) Research Commons and Research Support
The main aim of the Research Commons is to enhance the library’s contribution to postgraduates through-put 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 across campuses with state-of-the-art technology and furniture.

The Research Commons in the SWC Campus Library was the only one to be completed during 2014. It is a high-level research environment intended for use by postgraduate students at masters and doctoral level as well as academic staff and researchers at the Soweto Campus.

c) 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 it available to the public at large through UJDigispace.

d) Special Collections
The UJ Library Special Collections focuses on the preservation and development of its rare book collection as well as special document collections providing original documents for research. During 2014 the Special Collections were 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 by international universities.

1.3.5 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 to the best in the world. It is without any doubt the pacesetter when it comes to the IMLS. 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 ground-breaking 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 eBooks.
- To have an exhibition on all four UJ campuses simultaneously.

A webpage containing logos of suppliers was created on the library web site. 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.

1.3.6 Statistical Snapshot
The compilation and analysis of library statistics are done for the following reasons:
- To describe and monitor the collections and use of services in the library.
- To determine trends and development areas through analysis of the statistics.

a) 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 1: Growth Trends of the Print and Electronic Collections

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

b) 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 are relevant to our clients.

Table 2: Use of the Library

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

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

The UJ Library has 146 permanent positions and 1 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) lies between Peromnes levels 11 and 8. During 2014, 16 appointments were made, all from the designated groups. 75% of the permanent staff is from the designated groups and 64% are female. See Table 3 and Table 4 for detail.

Table 3: Equity Profile – Race

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>%</th>
<th>2014</th>
<th>%</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>African</td>
<td>85</td>
<td>64%</td>
<td>91</td>
<td>+67%</td>
<td>↑</td>
</tr>
<tr>
<td>Coloured</td>
<td>7</td>
<td>5%</td>
<td>6</td>
<td>+4%</td>
<td>↓</td>
</tr>
<tr>
<td>Indian</td>
<td>4</td>
<td>3%</td>
<td>4</td>
<td>+3%</td>
<td>↑</td>
</tr>
<tr>
<td>White</td>
<td>36</td>
<td>27%</td>
<td>34</td>
<td>+25%</td>
<td>↓</td>
</tr>
<tr>
<td>Total</td>
<td>132</td>
<td>100%</td>
<td>135</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Table 4: Equity Profile – Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>2013</th>
<th>%</th>
<th>2014</th>
<th>%</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>85</td>
<td>64%</td>
<td>86</td>
<td>+64%</td>
<td>↑</td>
</tr>
<tr>
<td>Male</td>
<td>47</td>
<td>36%</td>
<td>49</td>
<td>+36%</td>
<td>↑</td>
</tr>
<tr>
<td>Total</td>
<td>132</td>
<td>100%</td>
<td>135</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

1.4.1 Staff Development

The UJ Library subscribes to the philosophy that excellent service to clients is only possible with a well-trained and positive staff corps. 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. Sixteen training sessions on a variety of professional and general topics were arranged. Staff were required to attend 10 of these trainings 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 Management and People Management.
- Two staff members were enrolled for the Carnegie CPD programme: Enhancing librarians’ ICT skills for research enablement in African Universities.

1.4.2 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. The latter included:

- 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 first UJ Men’s event on 22 October 2014.
- A discussion with Ambedh Kathrada on his 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 Decent in partnership with the SARCChi Chair: African Diplomacy and Foreign Policy.
- Tony Leon on his book Opposite Mandela: Encounters with South Africa’s Icon in partnership with the SARCChi 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 Johnathan 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 titled Critical Infrastructure Needed to Confront the Challenges of the 21st 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, on Twenty Years of Democracy.
- Advocate Vusi Picoli on Ethical Leadership: Strengthening Democracy.

1.5 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.

1.6 Community Service, Stakeholder Engagement and Reputation Management

1.6.1 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.

1.7 Leadership

The UJ Library 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 acquisition of 118PU-WS Patron Update Web Service API to provide an interface between the ILMS and the ITS and ORACLE platforms for improved management for the client records in the ILMS by synchronising client data to Sierra on a daily basis. Another
1.8 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 eBook collection in Africa. To this end, the focus will be on the following:

- Increasing the percentage eBooks in the collection by 5% during 2015.
- Ensuring that the text book list includes 35% eBooks.
- Further developing the Research Commons in all for campus libraries and creating opportunities for post-graduates and researchers to discuss their work in collaboration with the Post-graduate 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.
2.2.1 Library Management Structure

a) Directorate
- Dr Rookaya Bawa, Executive Director.
- Dr Anette Janse van Vuren, Director Shared and Support Services.
- Ms Nomoya Mahlangu, Director Client Services.

b) Campus Librarians
- Ms Santha Geduld, Auckland Park Kingsway Campus Library.
- Ms Julia Paris, Doornfontein Campus Library (retired September 2014).
- Ms Moipone Qhumane-Goliath, Soweto Campus Library.
- Ms Annelize Scholtz, Auckland Park Bunting Road Campus Library.

c) Managers
- Dr Pieter Hattingh, Library Systems and IT.
- Mr Michael Mokoena, Bindery.
- Ms Janina van der Westhuizen, Technical Services.
- Ms Hettie Wentzel, Operations and Quality Assurance
- Ms Riëtte Zaaiman, Special Collections.

2.2.2 Advisory Committees

a) Library Advisory Committee
The purpose of the Committee is to provide high level advice and counsel to the Library on all matters relating to strategic planning, policy development, and collections and services offered to library clients. It also serves as a communication and consultation forum between the Library and the University.

Committee Members
Chairperson
Dr Rookaya Bawa, Executive Director, UJ Library

Faculty Representatives
- Dr Catherine Botha, Faculty of Humanities.
- Dr Morgan Dundu, Faculty of Engineering and the Built Environment.
- Dr Shahed Nalla, Faculty of Health Sciences.
- Prof Jan Neels, Faculty of Law
- Mr Neil Oberholzer Faculty of Economic and Financial Sciences.
- Ms Sarita Ramsaroop, Faculty of Education.
- Prof Gert Roodt, Faculty of Management.
- Dr Sanyasi Sitha, Faculty of Science.
- Prof Jean Sonnekus, Faculty of Law.
- Prof Karen von Veh, Faculty of Art Design and Architecture.

Support Units Representatives
- Prof Allan Amory, Academic Development Services.
- Mr Kenneth Ntombela, Student Affairs.
- Mr Andile Swartbooi, Information and Communication Systems.

Library Representatives
- Ms Yvonne Bucwa, Faculty Librarian Economic and Financial Sciences.
- Ms Ester de Broize, Faculty Librarian Management.
- Ms Santha Geduld, Campus Librarian, Auckland Park Kingsway Campus Library.
- Dr Pieter Hattingh, Manager Library Systems and IT.
- Dr Anette Janse van Vuren, Director Shared and Support Services.
- Ms Pavlinka Kovatcheva, Faculty Librarian Science.
- Ms Cornel le Roux, Faculty Librarian Art, Design and Architecture.
- Ms Nobathembu Letsoenyo, Faculty Librarian Engineering and the Built Environment.
- Ms Mirriam Mabalane, Faculty Librarian Education.
- Ms Nomoya Mahlangu, Director Client Services.
- Ms Julia Paris, Campus Librarian, Doornfontein Campus Library (retired Sept. 2014).
- Ms Moipone Qhumane-Goliath, Campus Librarian, Soweto Campus Library.
- Ms Annelize Scholtz, Campus Librarian Auckland Park Bunting Road Campus Library.
- Ms Ivy Segoe, Faculty Librarian Health Sciences.
- Ms Ronel Smit, Faculty Librarian Humanities.
- Ms Janina van der Westhuizen, Manager Technical Services.
- Ms Lizette van Zyl, Faculty Librarian Law.
b) Special Collections Advisory Committee

The purpose of the Committee is to provide advice and counsel to the Library’s Special Collections Department on all matters relating to aligning the policies and collections of the Department to a specific vision.

Committee Members

Chairperson
Dr Rookaya Bawa, Executive Director, UJ Library

Community Representatives
• Prof Peter Alexander, Director UJ Centre for Sociological Research and UJ Council member.
• Ms Matshehido Dlamini, Manager: Records and Document Management, Auditor-General of South Africa.
• Mr Verne Harris, Head: Memory Programming, Nelson Mandela Centre of Memory at the Nelson Mandela Foundation.
• Prof Dunbar Moodie, Professor in Sociology, Hobart & William Smith Colleges in New York.

Library Representatives
• Dr Anette Janse van Vuren, Director Shared and Support Services.
• Ms Nomoya Mahlangu, Director Client Services.
• Ms Riëtte Zaaiman, Manager Special Collections.

2.3 Risk Management

The risks for the Library were related to:

• 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 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 on 22 February. Specific risks and mitigating strategies are discussed below.

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As part of the library’s efforts to obtain compliance the need for additional emergency exit doors in the APK Campus Library were identified by the UJ Occupational Health & 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 level 4 and 5 early in 2015. However, the situation on level 3 needs further investigation because of the layout of the spaces adjacent to the library.

2.3.3 Business Continuity Plan

The UJ Library received more than 4 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 continuously providing a professional service.

In previous years the focus fell on prevention 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 Business Continuity Plan (BCP). The UJ Corporate Governance Office in the interest of good corporate governance, and to ensure that UJ Library can continue operations and service delivery after a disaster introduced this plan. The plan clearly identifies the roles and responsibilities of the BCP team and is based on the principle of BETH3 (Buildings, Equipment, Technology, Human Resources and 3rd parties). Implementation is scheduled for 2015.

2.3.4 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 to be able to provide access to the best information sources on offer.

• The impact of load shedding on the availability of services. The academic program has to continue despite the impact of power outages and that means that students, staff and researchers need un-interrupted access to information sources and information services. To be able to provide such access, all campus libraries should be supported by emergency power.
The UJ Library strategic focus was on the following:

- Renovation and upgrading of library spaces in all the campus libraries.
- Supporting teaching and learning with technology, improved collections and updated services.
- Improved service to post-graduate students and researchers.
- Supporting the overarching UJ thrust to achieve global excellence and stature (GES).

Specific targets and activities are discussed in the report below.

3.1 Renovation of Library Spaces

The changing higher education environment, digitisation of scholarly content and the impact and influence of technology all served to encourage academic libraries to re-access their role and function. One of the most striking changes in academic libraries globally is the way in which their space is re-imagined and re-purposed. 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:

- 22 Tutor venues were created across the four campus libraries.
- 7 meeting rooms were created across the four campus libraries.
- A deck area was created in the APK Campus Library for extra sitting space.
- Offices for information and faculty librarians were created on levels 2 - 5 in the APK Campus Library.
- A new research commons was completed in the Soweto Campus Library.
- A new kitchen was constructed on the 2nd floor in the APK Campus Library.

3.1.1 Maintenance

In addition to the construction several big maintenance projects were completed.

- Select painting and re-carpeting in all four campus libraries.
- Emergency power was installed in all the libraries to ensure that the basic library services continue during power cuts.
- The lift in the DFC Campus Library was replaced.
- Power outlets were upgraded and additional outlets were installed in all the libraries.
- Windows in the libraries were secured to prevent loss of books (APB and APK).
- A public address system was installed in the DFC library.
- A 3 M security gate was installed in the research commons in the DFC library.
- New shelves were installed in the DFC and APB libraries.

3.1.2 Computer Workstations for Students

Student workstations were consolidated across the campus libraries as follows:

a) Learning Commons

These Commons are primarily aimed at undergraduate students. Basic needs are catered for, such as:

- Internet Browsers (Internet Explorer; Google Chrome & Firefox).
- The ability to print to the outsourced & centralized Minolta printing workstations.
- Anti-Virus protection (Symantec & Sophos).
- The ability to save information found on the Internet to a USB device.
- Open Source word processing software, compatible with MS Office (LibreOffice).
- Wyse’s Write Protector (Safeguard PC’s OS, Software & Configurations).
The workstations were distributed as follows (also see 3.2.1 (b) below):

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

### b) Workstations Dedicated to OPAC/Catalogue (UJLink) Searching

A number of workstations have been installed for clients that only want to quickly look up a book while browsing the shelf:

- **APB** - 4
- **APK** - 16
- **DFC** - 4
- **FADA** - 4
- **SWC** - 4

### 3.1.3 E-notice Boards and DSTV Roll Out Across Campuses

All campuses received both a 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. Information is published and updated from a single location to all libraries. The University at large is invited to contribute information to be displayed.

During 2015 these services will be expanded by having a second information screen in the APK Campus Library and a first information screen for the FADA Library.

### 3.2 Supporting Teaching and Learning

#### 3.2.1 Library Systems and IT

##### a) UJoogle (http://ujoogle.uj.ac.za)

UJoogle, the UJ Library’s Google-like search tool, was implemented in 2012. It offers library clients the ability to find information in a variety of sources available in the library collections with one search.

During 2014 the UJoogle service was improved considerably by expanding the resource base of UJoogle to cover more than 77% of all the databases that UJ subscribes to. UJ Library is the 1st library in South Africa to offer its clients such a comprehensive search tool. A single search in UJoogle will now return results from the following resources:

- 77% of the list of subscribed databases.
- The Library’s Catalogue (UJLink).
- Institutional Repository (UJDigispace).
- Course Reserves (both hardcopy and electronic).

Migrating to the latest software version of UJoogle meant that search results are no longer split up into two categories by default, i.e. “Books” and “Articles”. Rather an integrated list of search results – comprising of any of the resources mentioned above – is now presented, ranked according to relevancy. However, it is possible to use filters to limit any search result set to specific criteria, e.g. location (campus); format (print, e-books, articles, etc.); date. Other enhancements are:

- **A Link Resolver** that takes clients from a citation or reference found during a search, to the full text available in the library collection.
- **QR Codes** to certain search results that will take a client directly to the e-resource if available.
- Configured UJoogle to also include resources from the newly acquired Overdrive e-book library in its search results.

##### b) Dell Workstations versus Wyse Thin Clients

A couple of years back LICIT undertook a project to investigate alternative technologies to traditional desktop PCs for students within the Library domain. The objective was to find a cost effective alternative so that they can also be managed centrally and remotely. The motivation behind this project was to provide a more efficient and immediate service for our Student PCs located across all UJ Libraries with a limited number of Desktop Technicians. It was found that Wyse Thin Clients (Embedded Thin Clients) offer the following major advantages:

- Central and remote administration/configuration.
- Reduced cost of hardware compared to Traditional Desktops.
- Life span of hardware: 2x that of Traditional Desktops.
- Power Consumption of the latest and most powerful Wyse Z-series Thin Client is a third of that of a Traditional Dell Desktop (latest “Energy Smart” technology compliant), i.e. a saving of 73%.
- Up to 90 percent of the unit can be recycled, and up to 99 percent of the packaging can be recycled as well (http://uk.wyse.com/green/index.asp).
- Plug and play workstations (any Library Staff member can swap faulty workstations with spare units).
- As opposed to Zero Clients, Thin Clients are NOT dependent on servers to be fully functional and operational.
• Only one small server is needed on which “Wyse Device Management” software is loaded and from where all Thin Clients (irrespective of the numbers) can remotely be administered and configured. These configurations do not have to be done via the server though; it can also be done manually via a USB memory stick if necessary.

• Should configurations be done via the server, Thin Clients are ONLY dependent on this one server for the short period of 5-10 minutes when a particular configuration change is made, e.g. load a new image, change the screen saver, load new printer drivers, etc.

• Once a Thin Client has been configured, it runs on its own – exactly like a Traditional PC – without the need to have constant connection to a server. Unlike a Traditional PC, a Thin Client does not have any moving parts.

This solution has been implemented within the Library domain in 2014 and will serve as a pilot project for possible similar applications in other areas within UJ. Throughout this project LICIT worked in close collaboration with the CTO (Mr. Francois Wolmarans).

c) The Sierra Integrated Library Management System (ILMS)

On the 7th November 2013 the Library migrated from the previous ILMS platform (Millennium) to the very latest platform from Innovative Interfaces, namely Sierra.

• 2014 was therefore a year in which Library staff had to acquaint themselves with Sierra and its new functionalities. Staff is extremely impressed with the new look & feel as well as the improved workflows.

• UJ is only the 2nd institution in South Africa – after the Seals Consortium in the Eastern Cape which has migrated to Sierra. Recently three neighbouring Universities (NWU, UNISA & UP) paid UJ Library a visit. The aim of their visit was to learn more about Sierra and how the migration from Millennium was managed.

d) Client Record Interface between Sierra and ITS/Oracle.

A raw Interface which exposes the full flexibility of patron records called “118PU-WS Patron Update Web Service API” has been bought as add on to our Integrated Library Management System (Sierra). This API will allow the ITS (pertaining student data) & Oracle (pertaining staff data) platforms to sync client data to Sierra on a daily basis, i.e. send new client records and update existing client records. Necessary programming was performed on the ITS & Oracle systems in order to customize this API for the UJ environment. Once fully implemented this Interface will automate the current cumbersome manual process of

• Loading & updating staff & student records on Sierra which need to happen every day during registration periods.

• Blocking students on the ITS system if they owe the Library R100 or more and removing these blocks from the ITS system again when they have paid their fines.

e) eBooks in the Catalogue (UJLink)

Alternative ways and means were investigated to catalogue eBooks in a more efficient way. After four months of intense testing and configuration we now have eBook load tables that seamlessly and accurately allow for the uploading of eBook bibliographic data to UJLink. This solution is rather unique and was presented at the Innopac Users Group of South Africa Conference (IUGSA) in November 2014.

3.2.2 Client Services

a) Library Participation in the First Year Experience Programme

The library participated in the overall university first year orientation programme for 2014.

First-year students were empowered to use the library right from the beginning through the First-Year Experience program, as part of which the Faculty Librarians and Information Librarians conducted orientation and training sessions on the use of library resources, services and facilities. A total of 63 presentations where conducted in different venues on all the campuses. The library is continuously improving ways in which it presents orientation to the first year students. The library has therefore commissioned a video production to use for the 2015 First Year Experience programme.

b) Faculty Subject Guides and Information Literacy Modules

The use of the library has increased significantly over the past five years and the resulting pressure on the staff and the physical facilities necessitated a re-appraisal of the manner in which services were offered to students. Also the library satisfaction survey revealed that the library is more focussed on the undergraduate students than on the postgraduate students and researchers. In response to these factors 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 the 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, online automated information literacy modules that undergraduate students can use independently were explored and developed. The availability of these modules also served to release time for the Faculty Librarians which need to happen every day during registration periods.
to attend to the needs of the Postgraduates and Researchers. Four modules were developed during 2014: *Introduction to the Library, Information Sources, Information Search Techniques, and Using Information Ethically (Plagiarism and Copyright)*. In 2015, the focus will be to make the modules interactive in order to support the student’s learning styles.

c) The Learning Commons
All the Campus libraries have **Learning Commons** spaces furnished with computers (see also par. 3.1.3) 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 manoeuvre through the library systems. These are the highly used areas in our libraries.

d) Tutors
As part of the strategy to support teaching and learning and to free the Faculty Librarians for high-end support, the library put out a call to all faculties to make available tutors who would be able to provide subject-related support to students within the libraries. The faculties responded positively and appointed 32 tutors who provided 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. The faculty tutors provided academic support in assignment writing, searching for academic resources, and also basic training on connecting devices to Wi-Fi, navigating the library website and in finding appropriate resources for academic projects. The library and faculty tutors combined, handled **16 058 inquiries** from 1 March till 30 November, 2014.

The Library collaborated with the Tutor Development Unit to train the tutors. Tutors in the library wore bibs with the wording **UJ Library Tutor** to make it easy for students to recognise them and to reach out for assistance. The majority of the tutors were recognised for doing excellent work with certificates during the last check-in session organised by the UJ Tutor Development Unit.

e) Social Commons and the 24-Hour Study Facility
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 served to reduce the noise levels in other areas of the libraries. The 24-hour study facilities in the libraries supported academic excellence in that they were open throughout the night to enable students to study in a secure environment. They serve as a discussion area during the day and a quiet study space when the library closes at 22:00. To further address the elevated noise levels in some libraries, the library appointed noise monitors.

f) Meeting and Tutor Venues
As part of the re-imagined library all UJ libraries have additional venues such as tutor venues, auditoriums, boardrooms, training and meeting venues to meet the various needs of our students and staff. The tutor venues were booked for scheduled information literacy classes, where library tutors offered basic library training to first-year students. These venues were also used by the postgraduate students for discussion purposes.

g) Support for People with Disabilities (PWD)
As the library redesigned its spaces to cater for all the user categories and needs, the creation of spaces for PWD was also considered. The APK Campus Library and the DFC Campus Library already have designated spaces for PWD and equipment to support these students. The rest of the libraries will have the designated spaces as part of the planned library renovations. In the meantime both the APB and SWC campus libraries have a PC and a desk that is reserved for PWD.

3.2.3 Central Services

a) Web Page
The web site 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, 54 660 (4%), to it 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 web site is also the online face of the library and an important means of marketing and of communication with all library clients. It was used to great effect to market the library events.

b) Bindery
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.
3.3 Improved Service to Post-Graduate Students and Researchers

3.3.1 Information Services
The faculty librarians have been instrumental in linking the library and its services to 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. Individual research assistance to the researchers is provided. In response to the UJ vision to strengthen research, the library has now realigned the information services’ focus so that the faculty librarians and information librarians mainly focus on ensuring that postgraduate students and researchers are prioritised and given personalised attention. The faculty librarians also played a key role in facilitating collection development in support of research. For research to flourish, libraries need to keep up-to-date, relevant resources in all formats.

3.3.2 Research Commons and Research Support
The main aim of the Research Commons is to enhance the Library’s contribution to postgraduate through-put and research output by providing a conducive environment for researchers, and offering services which directly support the research endeavours of postgraduate students and researchers.

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

The Research Commons in the SWC Campus Library was the only one to be completed during 2014. It is a high-level research environment intended for use by postgraduate students at masters and doctoral level as well as by academic staff and researchers at the University of Johannesburg Soweto Campus. It is equipped with computers, workstations and a seminar room as well as areas for discussion and relaxation.

Some faculty librarians will move into these spaces to provide specialised support to researchers in a quiet and inviting environment. A number of research-related workshops to be offered in these venues are already lined up. In the meantime seven research support workshops have been offered in other library venues in partnership with the Postgraduate Centre during 2014. These varied from how to publish research to how to use the current online specialised databases.

Workspace in the DFC Research Commons area
Some of the most important software offered to researchers in the research commons are:
- Adobe Digital Publishing.
- Adobe Flash.
- Antivirus - Symantec.
- Browser – Chrome.
- Browser – Firefox.
- Browser - Internet Explorer.
- CD/DVD writer - XP CD Burner.
- Deepfreeze (Safeguard PC’s OS, Software & Configurations).
- Google Earth.
- Java.
- MS Office 2013 Full Suite.
- PDF Viewer & Writer - Full Adobe Pro Suite.
- Queuing to Konica Minolta Printers.
- Research Tool – Mathematica.
- Research Tool – Write N cite.
- Research Tool – AMOS.
- Research Tool – Atlas-Ti.
- Research Tool – SPSS.
- Silverlight.
- Video Player – VLC.
The placements and numbers of workstations in the research commons is as follows:

- APB - 32
- APK - 44
- DFC - 32
- FADA - 15
- SWC - 15

### 3.3.3 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 as many of the theses and dissertations produced by UJ students as possible and by making them available to the public at large through UJDigispace. The project started with digitising the most recent output (2000 – 2004) and aims to conclude with those produced between 1969 and 1978 by the end of April 2015. There are currently 9,975 theses and dissertations in the repository and UJDigispace is ranked first on the National ETD Portal (http://www.netd.ac.za) on 31 December 2014 with regard to the number of theses and dissertations available in repositories.

**Table 5: Theses and Dissertations in Institutional Repositories on 31 December 2014**

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Johannesburg</td>
<td>9975</td>
</tr>
<tr>
<td>University of KwaZulu-Natal</td>
<td>9535</td>
</tr>
<tr>
<td>Stellenbosch University</td>
<td>9323</td>
</tr>
<tr>
<td>University of Pretoria</td>
<td>8771</td>
</tr>
<tr>
<td>University of Cape Town</td>
<td>7832</td>
</tr>
<tr>
<td>North-West University</td>
<td>6290</td>
</tr>
<tr>
<td>University of South Africa</td>
<td>4620</td>
</tr>
<tr>
<td>University of the Western Cape</td>
<td>4518</td>
</tr>
<tr>
<td>Rhodes University</td>
<td>1816</td>
</tr>
<tr>
<td>Nelson Mandela Metropolitan University</td>
<td>1661</td>
</tr>
<tr>
<td>University of Zululand</td>
<td>1229</td>
</tr>
<tr>
<td>University of the Free State</td>
<td>1202</td>
</tr>
<tr>
<td>University of Limpopo</td>
<td>941</td>
</tr>
<tr>
<td>Durban University of Technology</td>
<td>736</td>
</tr>
<tr>
<td>University of Fort Hare</td>
<td>446</td>
</tr>
<tr>
<td>UCT Computer Science</td>
<td>82</td>
</tr>
<tr>
<td>Vaal University of Technology</td>
<td>58</td>
</tr>
<tr>
<td>Total</td>
<td>69035</td>
</tr>
</tbody>
</table>

The material available in UJDigispace is well used. During 2014 there were 270,763 visits to the repository.

### 3.3.4 Special Collections

During 2014 it was agreed that the Registrar’s Office will in future take responsibility for the preservation and archiving of UJ documents and memorabilia. All documents and objects related to the University and its predecessors’ history were transferred to the Registrar’s Office. The Special Collections department of the UJ Library will in future focus on the preservation and development of its rare book collection as well as of special document collections providing material for research.

During 2014 the Special Collections were used regularly by postgraduate students and researchers. Researchers varied from UJ staff to a member of the Presidency’s Office, researchers from other South African Universities (UCT, Stellenbosch, Venda University) and International researchers from Oxford University, the University of Edinburgh, Tsuda College of Japan and a research team from Dartmouth College in the USA combined with the Australian National University.

Some of the topics researched by these researchers were:

- Intellectual history of IPE in Southern Africa.
- Biography of Pixley Seme.
- Social Anthropology
- Venda plant names
- Mineworker recruitment strategy in early years in South Africa;
- History of Malawians in South Africa.
- Malawian mineworkers of South Africa and the economic effect on the Malawian mineworkers’ families.

![Researchers using documents from the Special Collections](image)

### 3.4 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 to the best in the world. UJ Library is without any doubt the pacesetter when it comes to the ILMS and as such, wants to express its gratitude to the University for making the necessary resources available, thus enabling us to implement the latest and most advanced Library technology and systems. The project to install e-notice boards and DSTV in the campus libraries (see par 3.1.5) 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 ground-breaking work by developing 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 webpage containing logos of suppliers was created on the library web site. 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 was the first online expo they had participated in. During the online expo 613 single e-book titles were ordered and 24 collections bringing the total number of e-books ordered to almost 6000. All of these titles were bought with perpetual access, which means that the library owns these titles.

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

a) To describe and monitor the collections and use of services in the library.

b) To determine trends and development areas through analysis of the statistics.

c) To demonstrate the impact of the library services on the University.

3.5.1 Use of the Libraries
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 are relevant to our clients.

a) Library Visits
The library as physical space is very well used. It is in fact overcrowded to an extent that places considerable pressure on both the facilities and the staff. The overcrowding is illustrated by the fact that the number of visits have increased by 25% (985 234 visits) from 2010 to 2014. See Figure 1 below for detail. The increase from 2013 to 2014 was 12%.

![Figure 1: Library visits, 2010 – 2014](image1)

Although all the libraries are used optimally, the pressure on the APK Campus Library is the most marked. During 2014 a new record was set for the highest number of visits per day: 18 328 between 07:00 and 22:00 on 7 October. The previous record was 16 500 on 13 September 2013. The highest recorded number of visitors for 2012 was 11 544 on 22 February.

Table 6 and Figure 2 below provides the detail of visits to the campus libraries.

<table>
<thead>
<tr>
<th>Library</th>
<th>2013</th>
<th>2014</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>APB</td>
<td>396 923</td>
<td>358 900</td>
<td>-9.5%</td>
</tr>
<tr>
<td>APK</td>
<td>1724 375</td>
<td>1975 876</td>
<td>+14.5%</td>
</tr>
<tr>
<td>DFC</td>
<td>739 689</td>
<td>947 022</td>
<td>+28%</td>
</tr>
<tr>
<td>FADA</td>
<td>144 570</td>
<td>157 414</td>
<td>+9%</td>
</tr>
<tr>
<td>SWC</td>
<td>579 039</td>
<td>572 933</td>
<td>-1%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3 584 596</td>
<td>4 012 145</td>
<td>+12%</td>
</tr>
</tbody>
</table>

![Table 6: Visits to Campus Libraries, 2013 - 2014](image2)

The number of virtual visits decreased with 9% from 1 363 397 in 2013 to 1 243 128 in 2014.

The combined physical and virtual visits increased by 6% from 4 947 993 in 2013 to 5 285 273 in 2014.

b) Use of the book collection (print and electronic)
The collection was well used during 2014 as detailed in Table 7 below.

<table>
<thead>
<tr>
<th>Type of use</th>
<th>2013</th>
<th>2014</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Circulation (incl. self-checkout &amp; ILL)</td>
<td>252 631</td>
<td>244 806</td>
<td>-3%</td>
</tr>
<tr>
<td>In-house use (incl. reserved collection)</td>
<td>155 481</td>
<td>374 516</td>
<td>+140%</td>
</tr>
<tr>
<td>eBooks (incl. ECR)</td>
<td>214 807</td>
<td>234 842</td>
<td>+10%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>622 919</td>
<td>854 164</td>
<td>+37%</td>
</tr>
</tbody>
</table>

The substantial increase in in-house use is partly due to the fact that the statistics for 2013 were incomplete. However, it is clear that the increased number of visitors to the library also contributed to the increase.

![Table 7: Use of Books](image3)

Figure 2: Visits per Campus Library, 2014

![Figure 3: Physical and Virtual Visits to the Library](image4)

![Figure 4: Use of the Book Collection](image5)
c) Use of the Databases
The UJ Library provided access to 200 electronic databases during 2014. The use of the electronic databases increased from 4,503,065 searches in 2013 to 4,864,500 searches in 2014. This is an increase of 361,435 searches (8%).

d) Information Service and Training
The Information Librarians offer a support service to library clients that includes helping them to find information they need, as well as training them to make the best possible use of all the facilities and services on offer.

Table 8: Use of the Information Service by Faculties

<table>
<thead>
<tr>
<th>Faculty</th>
<th>2013</th>
<th>2014</th>
<th>% Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art Design and Architecture (FADA)</td>
<td>747</td>
<td>885</td>
<td>18%</td>
</tr>
<tr>
<td>Economic and Financial Sciences (FEFS)</td>
<td>6,345</td>
<td>9,572</td>
<td>51%</td>
</tr>
<tr>
<td>Education</td>
<td>2,959</td>
<td>4,518</td>
<td>52%</td>
</tr>
<tr>
<td>Engineering and the Built Environment (FEBE)</td>
<td>2,497</td>
<td>3,345</td>
<td>34%</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>2,675</td>
<td>2,899</td>
<td>8%</td>
</tr>
<tr>
<td>Humanities</td>
<td>8,172</td>
<td>9,774</td>
<td>19%</td>
</tr>
<tr>
<td>Law</td>
<td>7,077</td>
<td>6,247</td>
<td>-12%</td>
</tr>
<tr>
<td>Management</td>
<td>5,480</td>
<td>9,308</td>
<td>70%</td>
</tr>
<tr>
<td>Science</td>
<td>3,555</td>
<td>4,374</td>
<td>23%</td>
</tr>
<tr>
<td>Total</td>
<td>39,507</td>
<td>50,922</td>
<td>29%</td>
</tr>
</tbody>
</table>

The use of the information service increased by 29% across all faculties from 2013 to 2014. This is partly as a result of having ten library tutors as well as faculty tutors available to assist students.

The Faculty of Humanities and the Faculty of Economic and Financial Sciences were the biggest users of the information service (see Figure 5 below).

3.5.2 Collection Development
The focus for the development of the collection is on growing the electronic collections.

a) Database Collection
This collection is in fact the electronic journal collection although some databases now also include eBooks. The library strives to provide access to as much full text as possible. During 2014 it subscribed to an additional five full text databases. See Table 9 below for detail of the collection.

Table 9: Detail of the Database Collection

<table>
<thead>
<tr>
<th>Type of database</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abstract databases</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>Full text databases</td>
<td>110</td>
<td>115</td>
</tr>
<tr>
<td>E-book databases</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>Bibliographic databases</td>
<td>22</td>
<td>22</td>
</tr>
<tr>
<td>Reference databases</td>
<td>9</td>
<td>14</td>
</tr>
<tr>
<td>Other databases (Incl. Access Tools)</td>
<td>21</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>187</td>
<td>200</td>
</tr>
</tbody>
</table>

b) Print Collection
The print collection grew by 6.5%. The fluctuations in the campus collections are the result of moving collections from one campus to another with the goal to properly serve the needs of the faculties and departments on specific campuses. See Table 10 for detail.

c) Electronic Collection
The marked growth in the electronic collection is in accordance with the e-first policy. The UJ Library aims to have the biggest collection of eBooks on the African continent within the next ten years. See Table 11 for detail.

d) Total Collection (print & electronic)
The total collection in 2014 consisted of 823,305 titles as opposed to 705,619 in 2013. This is a growth of 17%. The percentage of electronic material in the collection increased from 22% in 2013 to 29% in 2014. See Figure 6.

Table 10: Detail of Titles in the Print Collection

<table>
<thead>
<tr>
<th>Title</th>
<th>2013</th>
<th>2014</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>APB book collection</td>
<td>28,880</td>
<td>28,178</td>
<td>-2.4%</td>
</tr>
<tr>
<td>APK book collection</td>
<td>397,458</td>
<td>352,179</td>
<td>-11%</td>
</tr>
<tr>
<td>DFC book collection</td>
<td>46,999</td>
<td>77,625</td>
<td>+65%</td>
</tr>
<tr>
<td>FADA book collection</td>
<td>24,126</td>
<td>24,500</td>
<td>+1.5%</td>
</tr>
<tr>
<td>SWC book collection</td>
<td>42,518</td>
<td>39,367</td>
<td>-7.4%</td>
</tr>
<tr>
<td>Books in storage (on site)</td>
<td>0</td>
<td>43,540</td>
<td></td>
</tr>
<tr>
<td>Books in storage (off site)</td>
<td>0</td>
<td>13,230</td>
<td></td>
</tr>
<tr>
<td>Journals (titles)</td>
<td>7,323</td>
<td>7,169</td>
<td>-2%</td>
</tr>
<tr>
<td>Total</td>
<td>547,388</td>
<td>585,782</td>
<td>+7%</td>
</tr>
</tbody>
</table>

Figure 5: Information Service use per Faculty

Figure 6: Composition of the Collection
Table 11: Detail of the Electronic Collection

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single titles</td>
<td>4,235</td>
<td>12,750</td>
<td>+201%</td>
</tr>
<tr>
<td>E-books in collections</td>
<td>96,944</td>
<td>126,525</td>
<td>+30.5%</td>
</tr>
<tr>
<td>Journal titles with full text access on databases</td>
<td>56,163</td>
<td>97,222</td>
<td>+73%</td>
</tr>
<tr>
<td>Individual e-journal titles</td>
<td>939</td>
<td>1,026</td>
<td>+9%</td>
</tr>
<tr>
<td>Total E-book collection</td>
<td>158,281</td>
<td>237,523</td>
<td>+50%</td>
</tr>
</tbody>
</table>

4 EMPLOYEE PROFILE

The UJ Library has 146 permanent positions and 1 contract position. On 31 December 2014, 135 of these positions were filled while there were 12 vacancies.

4.1 Structure Changes

2014 saw the implementation of the following structural changes:

- Four permanent positions were abolished in order to create six new permanent and one contract 5/8 position.
- The realignment of positions would create a more fit-for-purpose structure, but without any financial implication to the 2014 Library budget.

4.2 Staff Composition per Peromnes Level

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

Table 12: Library Staff Profile

<table>
<thead>
<tr>
<th>Peromnes level</th>
<th>Number of positions</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>P3</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>P5</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>P6</td>
<td>1</td>
<td>1%</td>
</tr>
<tr>
<td>P7</td>
<td>21</td>
<td>14%</td>
</tr>
<tr>
<td>P8</td>
<td>31</td>
<td>21%</td>
</tr>
<tr>
<td>P9</td>
<td>13</td>
<td>9%</td>
</tr>
<tr>
<td>P10</td>
<td>9</td>
<td>6%</td>
</tr>
<tr>
<td>P11</td>
<td>49</td>
<td>33%</td>
</tr>
<tr>
<td>P12</td>
<td>17</td>
<td>12%</td>
</tr>
<tr>
<td>P14</td>
<td>3</td>
<td>2%</td>
</tr>
<tr>
<td>Total</td>
<td>147</td>
<td>100%</td>
</tr>
</tbody>
</table>

4.3 Staff Turnover (Appointments, Resignations and Retirements)

During 2014, 16 appointments were made, all from the designated groups. There were 12 vacancies on 31 December 2014 with a total of 11 resignations:

- Four of the resignations were as a result of library staff being appointed to higher positions within the Library.
- Three staff members left the UJ Library.
- One left due to disciplinary process.

During 2014 two staff members retired. Julia Paris retired from her position as Campus Librarian in the DFC Campus Library and Cornel Le Roux retired as Faculty Librarian /Team Leader IV: FADA.

4.4 Temporary Appointments

120 temporary appointments were made for 2014; of these 47 were Student Assistants and 29 were project appointments against vacant permanent positions.

4.5 Equity Profile

75% of the permanent library staff are from the designated groups. On 31 December 2014 the staff composition was as follows:

![Race Equity Profile](image1)

![Gender Equity Profile](image2)

Retired: Cornel le Roux  Retired: Julia Paris

Sadly, one staff member, Ms Gerda Esterhuyse died on 25 July 2014.

In memoriam: Gerda Esterhuyse
4.6 Staff development and wellness

4.6.1 Second Annual Library Wellness Day

The Library hosted its 2nd Annual Library Wellness Day on 29 August 2014. The theme was “Love Your Body”. The library staff embraced it with enthusiasm. The Wellness Day gave staff the opportunity to focus on their own wellbeing for a day and to push aside their usual daily cares of meeting deadlines at work, financial worries, and family dynamics. Despite the fact that it was one of the coldest days of the year, the Wellness Day was well attended by staff who braved the cold and took the time to take care of themselves.

The Library partnered with UJ Employee Wellness, UJ Chiropractic, UJ Gym, Alexander Forbes, Old Mutual, PsyCad, ICAS, NAH Health, SiteSpec Optometry and the Foundation for Professional Development who assisted with health screening and gave invaluable advice.

The day included not only the necessary screenings and advice from the suppliers, but also teambuilding amongst the staff. Staff were given the opportunity to communicate in a carefree and enjoyable way by participating in games and exercises - one of which was portraying on canvas what is was that they loved about the UJ Library.

4.6.2 Cancer Awareness Day

On the 10th October 2014 the Library staff united to promote cancer awareness. During 2014 we sadly lost one of our own to cancer while there are a few staff members who have survived cancer. The awareness day served to commemorate and celebrate at the same time, those who have passed on and those who have survived.

Each staff member wore a bandana purchased from the Sunflower Foundation. The Foundation uses income from such sales to pay for the DNA tests of new blood platelet donors for patients suffering from leukaemia and other life threatening blood disorders. Staff also had the opportunity to have their hair spray-painted and their pictures taken.

4.6.3 Staff Development

The Library training academy continued its work during 2014. Sixteen training sessions on a variety of professional and general topics were arranged. Staff were required to attend 10 of these trainings 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 Management and People Management. In addition two staff members were enrolled for the Carnegie CPD programme: Enhancing librarians’ ICT skills for research enablement in African Universities.

4.6.4 Library HR Workshop 2014

In partnership with UJ HR the 2nd Annual Library HR Workshop took place on 11 July 2014 and was attended in two sessions by approximately 60% of Library staff. The workshop covered a variety of pertinent topics presented by the HR professionals. It was aimed at educating staff on HR processes and policies, but also at answering questions and at providing clarity on HR matters such as leave, overtime and benefits.

Staff who attended confirmed that the workshop was useful and helped them to understand HR matters.
5 COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT AND REPUTATION MANAGEMENT

The reading corner in the Funda UJabule School library

5.1 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 students were required to do a specific number of hours of community service to atone for their misdemeanours. They were not just assigned a task to keep them busy, but were taught about the library processes as well as the lesson that every action has a consequence.

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.

5.2 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 a number of external partners. The latter included:
- 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 being UJ students.

The events served to involve a number of stakeholders in the library activities and to give life to the Library’s objective of giving students and staff the opportunity to engage in meaningful discussion on topics with a wider focus than that of the academic curriculum.

The majority of the events took place in the newly refurbished auditorium on the 6th floor in the APK library. The venue can accommodate 170 people comfortably.

5.2.1 Special Events

a) UJ Women’s Day

The Library once again hosted the UJ Women’s Day celebrations at the Country Club Johannesburg in Auckland Park. The celebration took the form of a panel discussion on ‘Women, Money and Power?!’ followed by a star studded luncheon. The panel members were:
- Ms Funeka Montjane, Chief executive of Standard Bank’s personal and business banking unit in South Africa. She is acknowledged to be the 3rd most powerful female banking executive in the country.
- Dr Nono Mohatsioa Mathabathe, the founder and CEO of Dyondisani Women in Mining and Energy Investments.
- Ms Kim Meredith, author, lecturer and 2010 finalist in the Business Woman of the Year awards. Her book Work Diva is listed as one of the Business Books You Should Own by Africa’s largest commerce platform.
- Ms Jillian Howard, well known author and financial planning coach.

Prof Amanda Dempsey, Executive Dean: Faculty of Economic and Financial Sciences, was the Programme Director whilst the panel discussion was facilitated by Professor Leila Patel, Director: Social Development Studies.

The luncheon speaker was Deputy Auditor General, Mrs Tsakani Ratsela.
b) UJ Men’s Event

The Library took up the challenge to host a special event for men in collaboration with Institutional Advancement, the Faculty of Health Sciences and the Faculty of Management. The event took place on Wednesday 22 October 2014. The dinner speaker was Prof Tim Noakes, who spoke about his book, *The Real Meal Revolution*. His presentation was followed by a facilitated panel discussion on men’s health issues. The panellists included:

- **Professor Yoga Coopoo** - Department of Sport and Movement Studies,
- **Dr Sello Motaung** – Ex Bafana Bafana team doctor,
- **Dr Martin Mpe** a cardiologist,
- **Pippa Mullins** a registered dietician specialized in Sports Nutrition through the International Olympic Committee,
- **Prof Leon van Niekerk** a senior lecturer in Psychology and Sport Psychology at the University of Johannesburg.

Prof Andre Swart, the Executive Dean: Faculty of Health Sciences facilitated the conversation, whilst Prof Daneel van Lill, Executive Dean, Faculty of Management, was the master of ceremonies.

To add some light heartedness to this initiative we also hosted Joe Parker from Parker’s Comedy Club.

5.2.2 Book Discussions

The Library hosted 18 book discussions in collaboration with faculties and academic departments. The highlights were:

a) **Memoirs by Ahmed Kathrada**

Mr Kathrada spoke about his life experiences as recorded in his autobiography. Prof Fanie Cloete (Department of Politics) and Prof Chris Landsberg (SARChi) were the panellists who engaged Mr Kathrada in conversation and facilitated the question session with the audience. More than 200 people filled the venue to get a first-hand glimpse of the veteran.

b) **When Hope Whispers by Zoleka Mandela**

Zoleka Mandela’s book “When Hope Whispers” was also a crowd puller with more than 200 people filling the venue to listen to her account of her fight against cancer and drug addiction. Amanda Louw from the Department of Radiography facilitated this intense discussion highlighting the plight of everyone affected by cancer.

c) **Justice: a Personal Account by Edwin Cameron**

Judge Edwin Cameron’s account of his life and work was inspiring. The event was hosted in partnership with the Faculty of Law and was facilitated by Prof David Bilchitz.
d) Africa’s Peacemakers: Nobel Prize Laureates of African Descent by Adekeye Adebajo
The event was hosted in partnership with the SARChi Chair: African Diplomacy and Foreign Policy. Dr Adebajo did a most interesting presentation on Nobel Peace Prize Laureates of African Descent.

e) Opposite Mandela: Encounters with South Africa’s Icon by Tony Leon
The event was co-hosted by the SARChi Chair: African Diplomacy and Foreign Policy. There was a high level of interest in Mr Leon’s account of his experience as Leader of the Opposition during Mr Mandela’s time as President of South Africa.

f) How to Fix South Africa’s Schools: Lessons from Schools that Work by Jonathan Jansen and Molly Blank
The event was hosted in partnership with the Education Leadership Institute and the plight of South Africa’s schools was discussed with great passion.

g) Other book discussion events
• Marrying Black Girls for Guys Who Aren’t Black by Hagen Engler.
• Chatsworth: the Making of a South African Township by Ashwin Desai and Goolam Vahed.
• Human Rights Obligations of Business: Beyond Corporate Responsibility to Respect? by Surya Deva and David Bilchitz (eds).
• A Native of Nowhere by Ryan Brown.
• Children of a Bitter Harvest by Susan Levine.
• I am Not Your Weekend Special: Portraits on the Life+Style & Politics of Brenda Fassie by Bongani Madondo.
• Doing Life with Mandela, My Prisoner, My Friend by Christo Brand.

• A Time Traveller’s Guide to Our Next Ten Years: Current Affairs & Issues by Frans Cronje.
• Election 2014 South Africa: the Campaigns, Results and Future Prospects by Collette Schulz-Herzenberg & Roger Southall.
• Meaning in Life: An Analytic Study by Thad Metz.
• Catastrophe: Oy Vey My Child is Gay by Anne Lapedus Brest.
• The Hidden History of South Africa’s Book and Reading Cultures by Archie Dick.
• Intellectual Traditions in South Africa: Ideas Individuals and Institutions by Peter Vale, Lawrence Hamilton and Estelle H Prinsloo.
• The Selfless Constitution by Stu Woolman.
5.2.3 Public Lectures

The UJ Library hosted a number of public lectures in partnership with faculties and academic departments. The lecture by the Minister of Public Enterprise, Malusi Gigaba, entitled *Critical Infrastructure Needed to Confront the Challenges of the 21st Century* attracted the most interest. The lecture was hosted in collaboration with the Faculty of Economic and Financial Sciences.

Another high profile open lecture was delivered by the Minister of Cooperative Governance and Traditional Affairs, Pravin Gordhan, on *Twenty Years of Democracy*.

Other open lectures were:

- Ambassador Malcom Ferguson on the *Red Berets of Hugo Chavez – Lessons for South Africa*.
- Advocate Vusi Picoli on *Ethical Leadership: Strengthening Democracy*.
- Prof Dominic Salvatore, distinguished international professor in Economics on *Growth Prospects in Africa with focus on South Africa*.
- Dr Robert Garris, Managing Director of the Rockefeller Foundation New York on strengthening the ties between UJ and the Foundation.
- Youth empowerment by Sydney Mafumadi from the City of Johannesburg Metro.
- Rhodes Scholarship Foundation information session for postgraduate students.
- Dr Rebecca Bryant, Director of ORCID on linking researchers internationally.
- Social Media and Ethics by Ms Emma Sadleir.
- Dr Tim Tibeila on *Entrepreneurship*.
- Breakfast Seminar with Dr Nico Cloete (Director: CHET) on *Comprehensive Universities in South Africa: A Cluster of Misfits*.
- Twenty-First Century Latin American Governments: *Challenges to the Status Quo* by representatives from the ALBA group of countries.

5.2.4 Exhibitions and Films

The Special Collections department of the UJ Library hosted two interesting displays and discussions:

- **TEXTures: an exhibition of texts, textures and structure in artists’ books** based on the unique collection of books as art objects owned by Mr Jack Ginsberg, director of the Ampersand Foundation and winner of the 2013 BASA Art Champion Award. The exhibition was hosted in partnership with the Faculty of Art, Design and Architecture.

- **Justice, Redress and Restitution: Voices of Widows of the Marikana Massacre.** The exhibition was co-hosted by Khulumani Support Group and the South African Research Chair in Social Change. It consisted of eight narratives, told through visual art by women who are family members of men killed in the Marikana Massacre. The stories and art came from a workshop with the women held by Khulumani Support Group in May 2013 while they attended the Marikana Commission of Enquiry.

Two films were screened:

- **1994: The Bloody Miracle** This documentary by the Nelson Mandela Foundation reveals plans for a military coup at the eve of the first democratic elections in South Africa.
- **Miners Shot Down** a documentary film by Rehad Desai on the Marikana Massacre.

5.2.5 UJ Reads

The popular UJ Reads programme went from strength to strength in 2014. The title selected for the first semester read was *50 Flippen Brilliant South Africans* by well-known journalist, Alexander Parker. Students had their own ideas on who should and should not have been included, which made for lively discussions with the author.
The title for the second semester was Leadership 2020: the Beginning by the very popular DJ Sbu (Sibusiso Leope).
This very popular local radio presenter is an UJ Alumnus who graduated in Electrical Engineering in 1996 and his return to the DFC Campus as part of the UJ Reads discussions was a landmark event for him. A record number of 1 526 students attended the discussion sessions with him across the four campus libraries.

6 RESOURCE MANAGEMENT AND SUSTAINABILITY

The budget allocated to the library was fully spent. This included additional funds made available to the Library, over and above the initial budget allocation.

Table 13: Budget and Expenditure for 2014

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Expenditure</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Human Resource</td>
<td>51 837 122</td>
<td>51 739 531</td>
<td>99,8%</td>
</tr>
<tr>
<td>2 Restricted Budget</td>
<td>1 264 912</td>
<td>1 219 958</td>
<td>96%</td>
</tr>
<tr>
<td>3 Operational Budget</td>
<td>5 823 952</td>
<td>5 799 570</td>
<td>99,6%</td>
</tr>
<tr>
<td>Sub Total (HR, Restricted &amp; Operational)</td>
<td>58 925 985</td>
<td>58 759 060</td>
<td>99,7%</td>
</tr>
<tr>
<td>4 Information Budget</td>
<td>61 184 550</td>
<td>84 544 786</td>
<td>138%</td>
</tr>
<tr>
<td>5 Additional budget (Outstanding Orders)</td>
<td>392 560</td>
<td>392 560</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120 503 095</strong></td>
<td><strong>143 696 406</strong></td>
<td><strong>119%</strong></td>
</tr>
</tbody>
</table>

Note on Point 3
Operational Budget
Computer equipment to the value of R 2,449,546 was budgeted on Capital Above R15,000.
The allocation of the expense was done correctly to Computer equipment below R15,000.
This shows an over expenditure on the Operational Budget line.

Note on Point 4
Information Budget
* Faculty of Law transferred R1,200,000 to fund Law Library Books & Periodical Budget.

Note on Point 5
Additional budget
* Additional budget to the value of R392,560 was requested for 2013 Outstanding Order for computer equipment.

7 LEADERSHIP

The UJ Library 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 the 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 of the library’s eBook 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 small corps of IT staff to provide a more efficient and immediate service for the student PCs through central and remote administration and 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.
8 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 eBook collection in Africa. To this end the focus will be on the following:

- Increasing the percentage eBooks in the collection by 5% during 2015.
- Ensuring that the text book list has 35% eBooks available to prescribe.

- Further developing the Research Commons in all four campus libraries and creating opportunities for post-graduates and researchers to discuss their work in collaboration with the Post-graduate Centre.
- Continue 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.