

# ANNUAL

# *Report*

2014

RETHINK.REINVENT



UNIVERSITY  
OF  
JOHANNESBURG

# VISION

An international university of choice, anchored in Africa, dynamically shaping the future.

# Mission

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

# VALUES

## IMAGINATION

- Shaping the future
- Thinking independently
- Developing a cosmopolitan identity
- Exhibiting ambition and drive
- Adopting entrepreneurial approaches

## CONVERSATION

- Learning together from our diversity
- Making wise decisions collectively
- Engaging meaningfully with one another
- Displaying mutual respect
- Leading consultatively

## REGENERATION

- Developing sustainably through creative contribution
- Introspecting for renewal
- Innovating for the common good
- Making positive change
- Taking advantage of overlooked opportunities

## ETHICAL FOUNDATION

- Treasuring academic freedom
- Seeking balance in the pursuit of knowledge
- Facing challenges with courage and earning trust
- Acting responsibly by being fair, consistent and transparent
- Participating in and helping the community (ubuntu)\*

ubuntu\*

Twitter: @go2uj



Website: www.uj.ac.za



YouTube: YouTube/UniversityOfJohannesburgStrategicCommunication



Facebook: Facebook/UniversityOfJohannesburg



Instagram: Instagram/go2uj



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## CHAIRPERSON OF COUNCIL REPORT



**PROF ROY MARCUS**  
CHAIRPERSON OF COUNCIL, UJ

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

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

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

Interaction between Council and the executive has been mature and consistently professional. Both sides have played their respective roles and have respected the boundaries that define the oversight role that Council needs to play against the role of the executive in managing the day-to-day affairs of the institution. This is an important observation, given that, once again,



the academic year has been marred by an unfortunate set of circumstances that has seen conflict between the Vice-Chancellor and the Chairperson of Council at one of our South African universities.

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

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

## REALIGNMENT OF COUNCIL: Council Membership Committee (CMC)

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

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

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

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

## FINANCIAL INTEGRITY

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

## RACIAL AND GENDER TRANSFORMATION

The challenge facing all academic institutions in South Africa is transformation in its broadest sense and, more specifically, issues relating to racial and gender equity. There is no doubt that there is a war for talent, which is placing stress on all universities striving to meet their transformation targets. Council, together with executive management, has set specific equity targets. To this extent, it is pleasing to note that 2014 resulted in an improved situation in terms of racial equity, and Council recognises the fact that management is constantly striving towards recruiting and promoting women of academic standing.

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

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

## LOCAL AND GLOBAL RECOGNITION

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

## University Chairs of Council Forum (UCCF)

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

## FIRST DECADE OVERVIEW

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

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

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

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

By their very nature, universities are complex organisations requiring unique managerial and leadership skills. 2014 has been a particularly challenging year but, in spite of this, the University has continued on its growth path, further entrenching its position as a leading academic establishment. Navigating through the complexities has required dedication, commitment and, above all, sheer tenacity. Council wishes to express a deep sense of gratitude to the VC, who has played a leading role in crafting a vision for the future and has ensured that he and his executive management team have been able to deliver on the agreed outputs. There is an unrelenting quest for driving excellence and this is manifested in the University surpassing all expectations.

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



**ROY MARCUS (PROF)**  
CHAIRPERSON OF COUNCIL



visit [www.uj.ac.za](http://www.uj.ac.za) for the UJ  
2025 Vision.



**PROF IHRON RENSBURG**  
VICE-CHANCELLOR AND PRINCIPAL, UJ

## VICE-CHANCELLOR AND PRINCIPAL REPORT



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

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

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

In a further important development, reflecting Council's desire to elevate its fiduciary and governance roles to that of global excellence and stature, Council established a new Council Membership Committee to review the effectiveness of Council and to advise Council on membership-related matters. As a consequence of the advice of the Council Membership Committee, Council revised its performance review process to supplement collective performance reviews with an externally facilitated review of a sample of councillors. This review is to be completed in early 2015 and, combined with the outcome of the Council deliberations at its November 2014 strategy meeting on its effectiveness, membership and committee architecture,

will inform how Council will operate in the future, and may require revision of the University of Johannesburg Statute. In the process, Council and the UJ management and staff will become a singular force, aspiring to a singular, dramatic, strategy-led success.

In order to further improve the University's responsiveness to staff, students and the public, Council approved the establishment of the Office of the University Ombudsman. The Office provides a confidential, objective and independent environment where students, employees, alumni or members of the public can raise academic and administrative concerns. The Office gives these issues appropriate attention and resolves matters in an inexpensive, expeditious and effective manner. Importantly, the Ombud's Office does not replace or supersede other University grievances, complaints or appeal procedures and complainants must ensure that all prescribed internal avenues have been exhausted. Council subsequently appointed Mr Mavuso Msimang as the University's first Ombudsman.

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

## 2014: Year of transition to 2025 Strategic Plan

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

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

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

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

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

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

## The 2025 Strategic Plan and the 2014/2015 Institutional Scorecard and key performance indicators

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

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

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

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

A full report of the University's achievements and milestones of the year in review is available on the University's website. Do take time to visit the UJ portal and read the Report from the Vice-Chancellor and Principal, as it provides a concise overview of where UJ is in achieving its goals and how far we have come as a reputable institution.



Visit [www.uj.ac.za](http://www.uj.ac.za) for the UJ Annual Report 2014

A handwritten signature in black ink, appearing to read 'Ihron Rensburg'.

**IHRON RENSBURG (PROF)**  
VICE-CHANCELLOR AND PRINCIPAL



# GOVERNANCE

## EXECUTIVE LEADERSHIP GROUP (ELG)



**PROF I RENSBURG**  
VICE-CHANCELLOR AND PRINCIPAL



**PROF A PAREKH**  
DEPUTY VICE-CHANCELLOR:  
ACADEMIC



**MR J VAN SCHOOR**  
DEPUTY VICE-CHANCELLOR:  
FINANCE



**PROF T S MALULEKE**  
DEPUTY VICE-CHANCELLOR:  
INTERNATIONALISATION,  
ADVANCEMENT AND STUDENT  
AFFAIRS  
(Held office until 1 Nov 2014)



**PROF T MARWALA**  
DEPUTY VICE-CHANCELLOR:  
RESEARCH, POSTGRADUATE  
STUDIES, LIBRARY AND  
INFORMATION CENTRE



**PROF D VAN DER MERWE**  
DEPUTY VICE-CHANCELLOR:  
STRATEGIC SERVICES  
(Held office until 30 April 2014)



**MS M LETLAPE**  
DEPUTY VICE-CHANCELLOR:  
STRATEGIC SERVICES  
(Successor to Prof van der Merwe  
effective 1 Sept 2014)



**PROF I C BURGER**  
REGISTRAR



**MS T MKETI**  
SENIOR EXECUTIVE DIRECTOR  
VICE-CHANCELLOR'S OFFICE



**PROF F FRESCHI**  
EXECUTIVE DEAN: FACULTY OF  
ART, DESIGN AND  
ARCHITECTURE (FADA)



**PROF A DEMPSEY**  
EXECUTIVE DEAN: FACULTY OF  
ECONOMIC AND FINANCIAL  
SCIENCES (FEFS)



**PROF S GRAVETT**  
EXECUTIVE DEAN: FACULTY OF  
EDUCATION



**PROF S SINHA**  
EXECUTIVE DEAN: FACULTY OF  
ENGINEERING AND THE BUILT  
ENVIRONMENT (FEBE)



**PROF A SWART**  
EXECUTIVE DEAN: FACULTY OF  
HEALTH SCIENCES



**PROF R JOHL**  
EXECUTIVE DEAN (ACTING):  
FACULTY OF HUMANITIES  
(Held position until 31 July 2014)



**PROF L POSTHUMUS**  
EXECUTIVE DEAN (ACTING):  
FACULTY OF HUMANITIES  
(Held position until 30 April 2015,  
Prof A Broadbent took office  
effective 1 May 2015)



**PROF P O'BRIEN**  
EXECUTIVE DEAN:  
FACULTY OF LAW



**PROF D VAN LILL**  
EXECUTIVE DEAN: FACULTY  
OF MANAGEMENT



**PROF A MOTEETEE**  
EXECUTIVE DEAN (ACTING):  
FACULTY OF SCIENCE  
(Held position until 30 June 2014)



**PROF A OLDEWAGE**  
EXECUTIVE DEAN (ACTING):  
FACULTY OF SCIENCE  
(Held position until 31 Dec 2014,  
Prof D Meyer took office effective  
1 Jan 2015)



**MR M DAMIANOV**  
EXECUTIVE DIRECTOR:  
ADVANCEMENT



**PROF R RYAN**  
EXECUTIVE DIRECTOR:  
ACADEMIC DEVELOPMENT AND  
SUPPORT (ADS)



**MR H KRUGER**  
EXECUTIVE DIRECTOR:  
EXPENDITURE



**MS M DE WET**  
EXECUTIVE DIRECTOR:  
FINANCIAL, GOVERNANCE  
AND REVENUE (ACTING)  
(Held position until 16 June 2014)



**MS N MAMORARE**  
EXECUTIVE DIRECTOR:  
FINANCIAL, GOVERNANCE AND  
REVENUE  
(Effective 17 June 2014)



**DR M SINGH**  
EXECUTIVE DIRECTOR:  
HUMAN RESOURCES



**MR A SWARTBOOI**  
EXECUTIVE DIRECTOR:  
INFORMATION AND  
COMMUNICATION SYSTEMS (ICS)



**DR P MEKGWE**  
EXECUTIVE DIRECTOR:  
INTERNATIONALISATION



**DR R BAWA**  
EXECUTIVE DIRECTOR: LIBRARY  
AND INFORMATION CENTRE



**MR R DU PLESSIS**  
EXECUTIVE DIRECTOR:  
OPERATIONS  
(Held position until 30 Sept 2014)



**MR S MPAMBANE**  
EXECUTIVE DIRECTOR:  
OPERATIONS  
(Successor to Mr Du Plessis  
effective 1 Oct 14)



**DR M MSIBI**  
EXECUTIVE DIRECTOR:  
RESEARCH AND POSTGRADUATE  
STUDIES



**DR R LAKA-MATHEBULA**  
EXECUTIVE DIRECTOR:  
STUDENT AFFAIRS

## OFFICE BEARERS OF THE UJ COUNCIL 2014/2015

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

Council held four ordinary quarterly meetings: 3 April 2014, 12 June 2014, 18 September 2014 and 21 November 2014. The Council annual review session (review presentations by members of the Management Executive Committee) took place on 20 November 2014.





## SENATE AND SENATE COMMITTEES

Senate functions in accordance with the UJ Statute and the Charter are approved by Senate. Each committee has an approved Charter and functions in accordance with this Charter and subsequent scope of authority as delegated to it by Senate. Four meetings were held: 19 March 2014, 5 June 2014, 10 September 2014 and 13 November 2014. The Senate had 234 members in 2014. Attendance was satisfactory and all Senate meetings were quorate. The attendance of Senate Committee meetings was excellent, varying between 84% and 92%.

## MANAGEMENT EXECUTIVE COMMITTEE (MEC) MEC COMMITTEES

The following MEC Committees were operational in 2014:

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

## STUDENT REPRESENTATIVE COUNCIL (SRC)

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

The SAC comprised 49 members distributed as follows:

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

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

## STUDENT SERVICES COUNCIL (SSC)

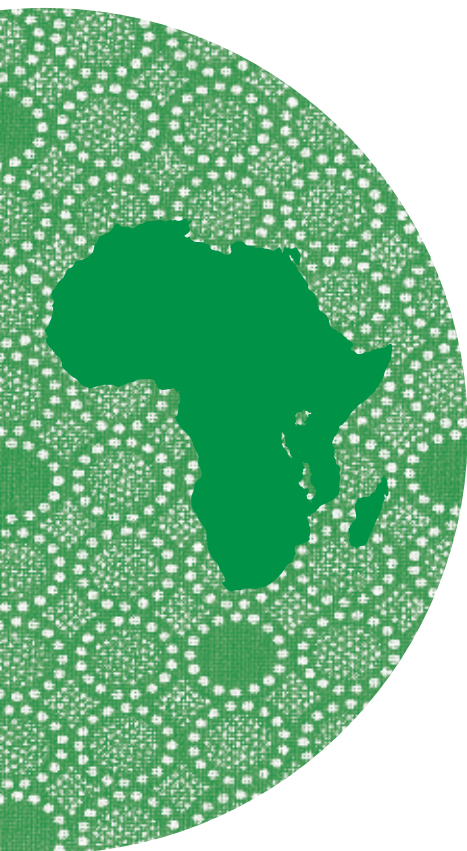
The SSC meetings held in 2014 allowed the Student Representative Council, as well as the student support services divisions, to engage on matters that involved service delivery, policy matters and operational issues that affected students. Although the SSC met only twice in 2014, both meetings were well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

## CONVOCATION

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

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

# Environmental SUSTAINABILITY



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

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

UJ has seen a growing commitment towards the goal of a sustainable institution that strives to implement improvements and actions across all spheres of its campus activities. UJ is of the firm belief that sustainable development is a long-term commitment, and aims to contribute to sustainability by reducing its environmental footprint, while enhancing its contributions to the social and economic development of South Africa.

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

## Carbon footprint

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

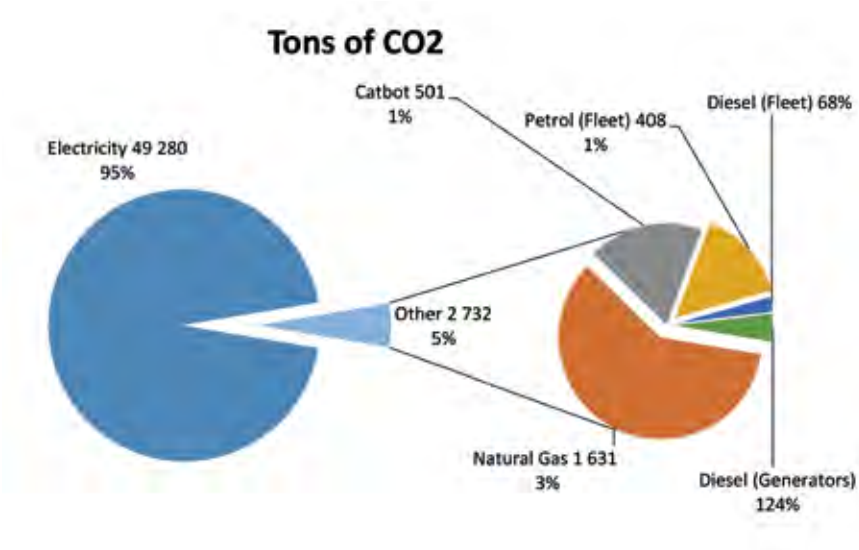
The total carbon footprint for 2014, based on the energy consumption from various sources, is approximately 52 012 tons of CO<sub>2</sub> compared to 55 872 tons as reported during 2013.

In considering this figure, the following should be noted:

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

The 2014 carbon footprint audit determined the following energy consumption impact:

## Percentage contribution of energy usage on carbon footprint

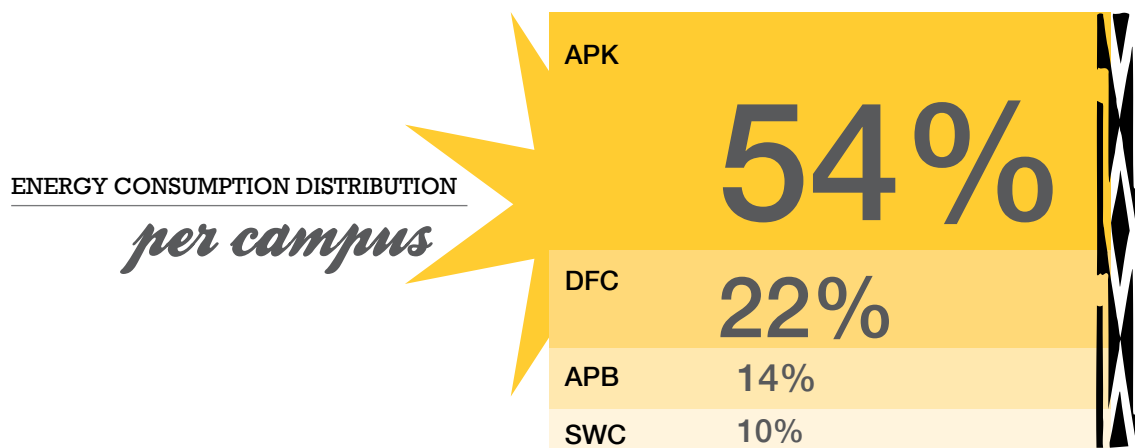


### Carbon footprint based on 2014 actual consumption

Emission Source	Kingsway Campus (APK)	Bunting Road Campus (APB)	Doornfontein Campus (DFC)	Soweto Campus (SWC)	UJ Island	Total CO2	Total tons of CO2
Electricity	28 315 739	7 739 917	8 164 779	5 059 453	0	49 279 886	49 280
Natural Gas	1 026 793	489 561	114 903	0	0	1 631 257	1 631
Catbot	500 920	0	0	0	0	500 920	501
Petrol (Fleet)	204 211	14 267	117 436	55 621	16 550	408 084	408
Diesel Fleet	27 237	13 170	1 844	17 927	7 626	67 803	68
Diesel Generators	66 595	21 458	2 538	33 325	0	123 917	124
Total kg of CO2	30 141 495	8 278 372	8 401 499	5 166 325	24 176	52 011 868	52 012
Total tons of CO2	30 141	8 278	8 401	5 166	24	52 012	

### Energy management

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



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

#### Year-on-year percentage energy reduction

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

# energy

## 2014 Energy reduction target

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

### ENERGY CONSUMPTION REDUCTION TARGET 2014

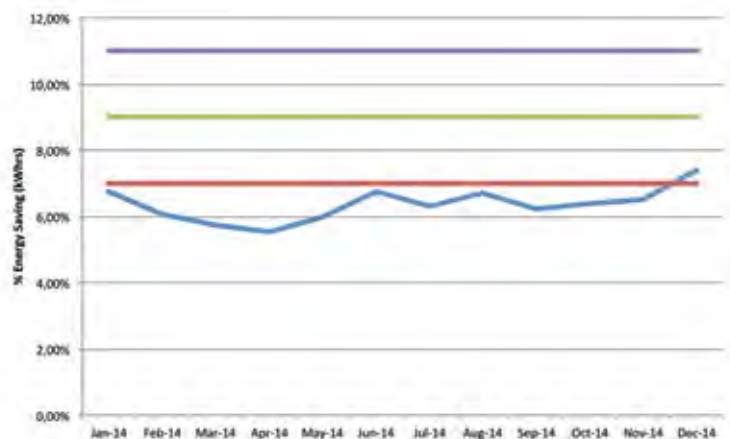
Floor – 7%  
Target – 9%  
Ceiling – 11%

## Water Management

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

### RECYCLING STATISTICS

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

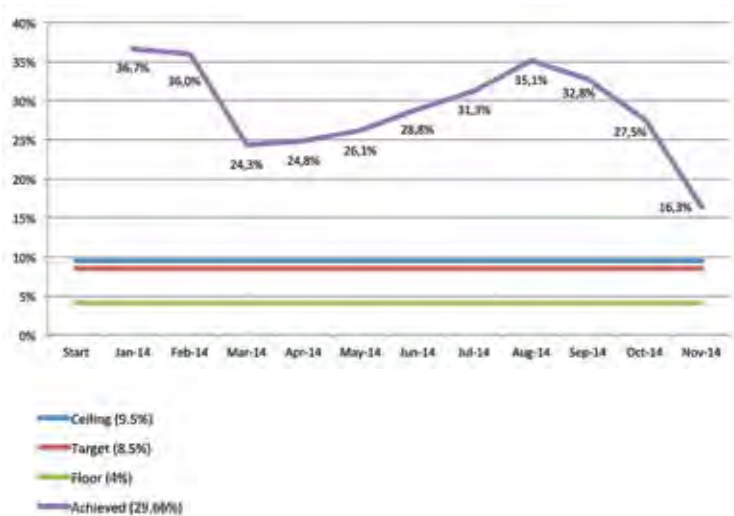


% Energy Saving 2011

VS

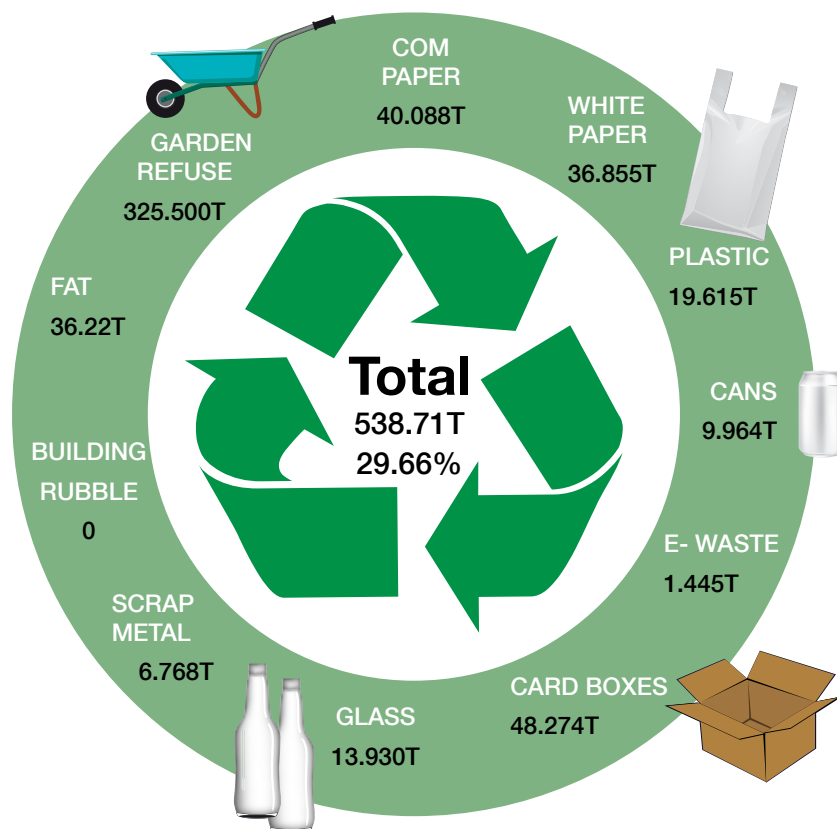
2014 YTD (real terms)

### RECYCLING STATISTICS



# TYPES OF WASTE *recycled*

FROM JANUARY 2014 TO NOVEMBER 2014 (measured in tons)



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





## INSTITUTIONAL FORUM

The Institutional Forum (IF) functions in terms of Section 31 of the Higher Education Act and in terms of Chapter 5 of the UJ Statute.

The IF held four ordinary meetings, as well as four special meetings, to consider recommendations from selection committees on senior management appointments in order to provide advice to the Council: 12 February 2014; 2 April 2014 (special meeting); 21 May 2014; 11 June 2014 (special meeting); 28 July 2014 (special meeting); 4 August 2014; 11 September 2014 (special meeting); 14 October 2014.

# ACADEMIC LEARNING AND TEACHING

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

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

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

## FOCUS

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

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

### ENROLMENT PLAN 2014

The UJ Enrolment Plan for 2014 was approved with due regard to the Department of Higher Education and Training's Medium-term Strategic Framework, and made provision for the following:

- Percentage of headcounts per qualification type (excluding Advanced Certificates in Education):
  - undergraduate diplomas: 33%
  - undergraduate degrees: 52.7%
  - undergraduate total: 85.7%
  - postgraduate below master's: 8.2%
  - master's and doctoral enrolments: 6.3%
  - doctoral enrolments: 1.4%
  - postgraduate total: 14.5%
- Percentage of headcounts per aggregate CESM category:
  - Business and Management: 39.8%
  - Education: 6.4%
  - Science, Engineering and Technology: 30.4%
  - other Humanities: 23.4%

total headcount  
enrolment of

49 154



the total target of  
first-time entering  
undergraduates:

10 100 to  
10 400

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

## Institutional Academic Performance

### Student enrolment profile, performance and graduate output

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



#### Enrolment figures per campus, 2009 to 2014

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

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



#### Headcount enrolment figures per faculty, 2009 to 2014

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



#### Headcount, FTE and ratio

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



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

Undergraduate  
and postgraduate  
headcount  
percentage of  
enrolment figures



2009	2010	2011	2012	2013	2014
1 950	2 216	2 351	2 417	2 309	2 343
4.0%	4.6%	4.7%	5.0%	4.8%	4.7%

International  
enrolments and  
percentage of total  
enrolments



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

CESM mix



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

Student profile:  
Population group  
distribution\*




\*International students excluded

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


Undergraduate  
success rates





## Graduate output subsidised qualifications

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



## Undergraduate headcount applications

Undergraduate applicants  
(headcount) as on  
4 February 2015

Faculty	2010	2011	2012	2013	2014	2015
FADA	2 327	2 560	2 610	2 602	3 206	4 423
FEFS	15 479	17 321	15 003	15 387	17 329	20 846
EDU	4 642	7 026	5 308	5 397	9 798	14 494
FEBE	13 450	13 264	11 985	11 781	14 194	20 481
HSC	4 425	5 537	5 161	5 960	10 936	13 610
HUM	10 179	10 843	9 785	10 992	15 710	22 081
LAW	3 211	4 474	4 213	5 572	7 103	13 570
MAN	13 607	15 706	12 167	11 363	12 865	17 892
SCI	5 221	6 026	5 654	6 465	8 279	11 398
<b>UJ Total</b>	<b>72 541</b>	<b>82 757</b>	<b>71 886</b>	<b>75 519</b>	<b>99 420</b>	<b>138 795</b>



## Undergraduate applications (first and second choices) as on 4 February 2015

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

## Undergraduate admission statuses as on 4 February 2015

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

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

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



# ACADEMIC DEVELOPMENT AND SUPPORT



**PROF RORY RYAN**  
EXECUTIVE DIRECTOR: ACADEMIC  
DEVELOPMENT AND SUPPORT



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

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



Crucial to our success is to engage our first-year students from their first day on campus, by means of the transition and orientation programme known as the First-Year Seminar (FYS), a multi-pronged initiative conducted by ADS in collaboration with the nine faculties. The FYS leads into the intensive First-Year Experience (FYE), comprising constant tracking of students and modules for early intervention in the event of identified risk, as well as the extensive tutor system, the academic referral system for psychological and academic counselling, reading and writing support, a sophisticated learning platform and state-of-the-art apps to maximise the accessibility of learning materials, student support and information exchange. A total of 75% of our students access uLink every day.



In 2008, the gap between black and white undergraduate degree credit success was 9.4%, and this has shrunk to 4.2% in 2014. The coloured success rate has increased by a creditable 10.3%.

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

## Academic Development Centre (ADC)

During 2014, ADC enjoyed a productive year characterised by considerable progress with regard to building productive partnerships with faculties, as well as creating more equitable services tailored to varying campus needs. The strategic foci of ADC involved the widening and the deepening of the Centre's impact on student success. This manifested itself in shifts towards a more integrated student and staff development strategy, as well as a higher proportion of group interventions.

The awarding of a substantial grant to establish a National Resource Centre for the First-Year



Experience and students in transition (SANRC), as well as the establishing of a first-in-country Senior Student Experience (SSE) at UJ, were highlights that exemplified ADC's more integrated approach and its national impact.

ADC's extended diploma programmes (ADC Access) continued their excellent work in 2014. The work of ADC Access is mainly focused on the Doornfontein Campus but also extends to the Soweto and the Auckland Park Bunting Road campuses. A highlight of the year was that ADC Access was selected as a research subject in a research project undertaken by a collaborative group, including representatives from UCT, Fort Hare, UJ and CPUT. The research intends identifying and investigating the principles which underpin the successful exemplars quoted in the CHE flexible curriculum proposal in preparation for the possible implementation thereof.

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

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

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

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

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

The BCWIP was created in response to a request by the United Nations Economic Commission for Africa (UNECA) to move the training of its staff to an African university. In conjunction with the UJ International Office, officials from UNECA have been brought to UJ to be trained in communication and report writing.

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

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

In 2014, the Professional Academic Staff Development Unit (PASD) continued with its core function of providing development opportunities for academic staff to enhance learning and teaching.

## THE SUCCESS RATES OF ALL THE EXTENDED DIPLOMAS CONTINUED TO BE IMPRESSIVE



*Trophies at the ADC Prize Giving 2014*

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

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

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

The year also saw a large increase in the number of teaching and module evaluations conducted: from 750 in 2013 to 905 in 2014. One of the implications of this was that more staff required support and follow-up peer evaluation from PASD to address areas of concern in learning and teaching. The innovative nature and success of many of the initiatives undertaken in

ADC make an increasingly significant impact on students' experience and success at UJ. ADC has continued to develop and encourage innovative pedagogies and solutions to problems. These efforts, in conjunction with work conducted in faculties and by other support services, contributed to the very good UJ student success rates reflected at the end of 2014.

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

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

The data-driven FYE approach at UJ was continued, with 3 639 Student Profile Questionnaire records collected during 2014.

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

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



*New digital services successfully installed*



*Delivering excellent career services at the forefront*

African National Resource Centre (SANRC) for the First-Year Experience and Students in Transition. This will be the first such National Resource Centre in the country and the first FYE National Resource Centre in the world outside the USA.

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

The highly successful UJ FYE initiative has been followed by the initiation of the UJ Senior Student Experience (SSE) initiative. This is a first-in-country initiative aimed at understanding and supporting students during the latter part of their undergraduate studies. It is aimed at improving their experience and preparing them more effectively for the world of work or for postgraduate studies.

### Centre for Psychological Services and Career Development (PsyCaD)

As a service provider accredited by the Health Professions Council of South Africa (HPCSA), PsyCaD remained committed to delivering excellent psychological and career services to UJ students and staff during 2014, while adhering to all relevant legislation for psychological services in South Africa. These services support the goals of the Division of Academic Development and Support (ADS).

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

The Career Services Unit continued to provide career assessment and counselling services to prospective students, school communities and students, with a total of 259 computerised, individualised career assessment and counselling sessions conducted.

The University of Johannesburg's commitment to provide an integrative and inclusive approach to managing and developing issues associated with disability is integral to the functioning of PsyCaD's Disability Services Unit. The Unit advocates for and strives to provide equal opportunities for students with disabilities. It directly facilitates support for students with disabilities through advice, support and academic accommodations, in partnership with the students' University departments and faculties, thereby assisting people with disabilities to have barrier-free access to learning and teaching.

The support of students with disabilities is a systemically complex activity and thus the Disability Services Unit, otherwise known as the Office: People with Disabilities (O: PwD), concerns itself with the academic, technological, psycho-social and psychological support of students with disabilities.



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

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

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



**PsyCaD provided walk-in/ advisory services to 5 609 students, conducted 6 068 therapeutic and career counselling sessions, facilitated group interventions to 7 813 attendees, attended to 301 Crisis Line calls, welcomed 2 552 visitors to the Career Resource Centres, facilitated 609 consultative sessions with 259 clients with disabilities and conducted 1 809 psychometric assessment sessions. A TOTAL OF ALMOST 7 000 STUDENTS WALKED THROUGH PSYCAD'S DOORS IN 2014 AS FIRST-TIME CLIENTS, REQUESTING ASSISTANCE.**

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

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

In 2014, PsyCaD conducted a student survey at UJ across all four campuses, aimed at assisting PsyCaD to determine the needs of the students and to ensure that its services were meeting those needs. Data were collected from 2 783 students.

The results suggested that seeking psychological assistance is mostly viewed positively and there are few negative connotations relating to receiving help among students. The top five challenges reported by students were time management, stress, financial concerns, academic difficulties and failing a subject.

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

## Centre for Academic Technologies (CAT)

### Services: Supporting educational research

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

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



Visit FYS online: [www.uj.ac.za/fys](http://www.uj.ac.za/fys)

## FIRST-YEAR SEMINAR (FYS)

The compulsory First-Year Seminar (FYS) took place from 20 January to 30 January 2014. The FYS website served as a general information point with the faculty FYS programmes available for downloading. The FYS was deemed to be successful, with about 70% of the new first years attending. FYS 2014 feedback and reflection sessions were held in order to strategise on the orientation of first years at UJ in 2015.



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

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



*UJenius Welcome Day 2014*



### NUMBER OF STUDENTS IN THE UJENIUS CLUB 2014 BY FACULTY

EDU	16
FADA	19
FEBE	36
SCI	34
H.SCI	48
HUM	74
LAW	20
MAN	25
FEFS	88



## UJENIUS CLUB

The UJenius Club is a partnership between the Division of Academic Development and Support (ADS) and the nine faculties within UJ. The long-term vision for the UJenius Club is a partnership between UJ students who excel academically, and ADS, which facilitates continued student motivation to excel academically, intellectually, socially and professionally, and encourages non-club members to achieve membership.

The 2014 evaluation of the club found that most of the students felt quite strongly that they were encouraged to excel academically through club membership, that membership of the club afforded members valuable experiences and privileges and that the club offered members valuable benefits.

# Library

## AND INFORMATION CENTRE

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

The record number of visitors for a single day in the APK Campus Library during 2014 was 18 328 on 7 October. This is 1 828 (10%) higher than the record in 2013 (16 500 visitors on 13 September). The record for 2012 was 11 544 visitors on 22 February.

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

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

### Upgrading of computer workstations and other technology

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

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

### Supporting learning and teaching

#### *Library systems and IT*

During 2014, the UJ Library migrated to the latest version of the UJoogle search tool. One of the improvements is that an integrated list of search results is now presented and ranked according to relevance. The update was also enhanced by a link resolver and the ability to use QR codes.

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

#### *Central services*

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

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



**DR ROOKAYA BAWA**  
EXECUTIVE DIRECTOR: UJ LIBRARY AND  
INFORMATION CENTRE



## Improved service to postgraduate students and researchers

### Information services

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

### Research commons and research support

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

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

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

### UJDigispace

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

### Special Collections

The UJ Library Special Collections section focuses on the preservation and development of the rare book collection, as well as special document collections, which provide original documents for research. During 2014, the Special Collections section was used regularly by postgraduate students and researchers. Researchers varied from UJ staff to a member of the Presidency's Office, to researchers from other South African universities, as well as from international universities.

## Global Excellence and Stature

The project to renovate the library spaces aligns the UJ Library with best practice with regard to library space globally. The UJ Library technology infrastructure is comparable with the best in the world. It is without any doubt the pacesetter when it comes to the ILMS. The project to install e-noticeboards and DSTV in the campus libraries attracted attention and an article on this project was published in Electrosonic with the title "UJ goes digital with NEC".

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

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

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



Prof Peter Alexander: SARChi & Social Change at the Voices of Marikana lecture



Voices of Marikana lecture



Mr Pravin Gordhan at the 20 Years of Democracy lecture



Ryan Brown book discussion at the UJAPK Library



Marrying Black Girls book launch



The Ambassador of Cuba, His Excellency Carlos Fernandez de Cossio at the Mapungubwe Institute for Strategic Reflection (MISTRA) talk at the UJ Library



### 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 learning and teaching with technology.

### Growth trends of the print and electronic collections

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

### Use of the Library

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

### Community service

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

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

### Stakeholder engagement and reputation management

The Library hosted a record number of 65 events during 2014. The events were attended by more than 6 500 people, many of them UJ students. Once again, most of the events were presented in partnership with UJ faculties and departments, as well as with a number of external partners, including The Nelson Mandela Foundation, The Khulumani Support Group, Higher Education South Africa and The Brenthurst Foundation.

In future, the focus will be on the following:

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

During 2015, the Library will continue in its support of the GES and its own vision of being the best academic library in South Africa, with the biggest e-book collection in Africa.

# Internationalisation

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

Internationalisation at UJ entails the cultivation of an international environment on campus, where students and staff from around the globe are fully integrated into UJ life; internationalisation of the academic curriculum, including dialogue with the international community about issues of national-global importance; as well as the development of international partnerships and implementation of international collaborations involving research, student and staff mobility, leading toward the enrichment of the University's research and teaching, in pursuit of excellence in scholarship and enhancement of UJ's international profile.

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

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

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

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

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

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



**DR PINKIE MEKGWE**  
EXECUTIVE DIRECTOR: INTERNATIONALISATION

**Top 4% ranking in the QS Rankings**

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

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



UJ International Festival 2014

#### *2014 Performance at a glance*

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

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

The Unit for Student Recruitment, Academic Liaison (Student Welfare) and International Admissions within the Division for Internationalisation is responsible for the recruitment of international students on behalf of all faculties. During 2014, improvements to the international admissions process were put in place, including automated emailed admission and decline letters, and a five-day turnaround time on applications. In 2015, international clearance will be completely paperless.

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

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





*Unity in diversity at the UJ International Festival*



## Study abroad

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

Other highlights:

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

## Partnerships and international profiling

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

- 2014 allowed the University to leverage its entry into the acclaimed Universitas 21 network to further spread the UJ brand globally.
- UJ retained its position in the QS Rankings as one of the top four percentile of the world's universities.
- The President of Ireland visited the University and delivered an inspiring address to UJ students and staff at the Soweto Campus.
- Two significant international conferences were hosted by UJ :
  - 8th African Institute of South Africa conference (AISA), *Africa at the crossroads: the continent's future prospects 50 years after the formation of the Organisation of African Unity (OAU) / African Union (AU)*,
  - Africa and the International Criminal Court (ICC): *Lessons learned and synergies ahead*.



**DR MANDLA MSIBI**  
EXECUTIVE DIRECTOR: RESEARCH AND  
INNOVATION



All information pertinent to research activities and support functions is disseminated through the website [www.uj.ac.za/research](http://www.uj.ac.za/research)

## OVERALL PUBLICATIONS OUTPUT INCREASE



# RESEARCH AND POSTGRADUATE STUDIES

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

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

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

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

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

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

## Global Excellence and Stature (GES)

The new 2025 Strategic Plan places considerable emphasis on excellence, including excellence in research and innovation. In 2014, the initial phase was launched with a number of value-adding activities focused on postgraduate studies, research and innovation. The aim is to attract outstanding graduates from diverse backgrounds to our postgraduate programmes, by offering a range of innovative programmes characterised by the highest level of scholarship and rigour that incorporate cutting-edge research developments into the curriculum. With this strategic initiative, top-class postgraduate students and postdoctoral fellows joined the University of Johannesburg in 2014 and world-leading researchers were appointed as distinguished professors and distinguished visiting professors.

## Research output reporting and data analysis

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

## Research Performance

### Accredited research output

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

### Accredited research output units from 2009 to 2013

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



## SARCHI Chairs

### Active researchers

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

### Number of NRF-rated researchers

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

### Number of NRF-rated researchers

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

### The South African Research Chair Initiative (SARCHI)

SARCHI aims to strengthen scientific leadership and research capacity in South African universities. The programme supports world-class scholars, who are the focus of advanced research, and train the next generation of research leaders in their fields. UJ has been awarded seven research chairs in:

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



Prof Chris Landsberg: SARCHI in African Diplomacy and Foreign Policy



Prof Hennie Strydom: SARCHI in International Law



Prof Fanus Viljoen: SARCHI in Geometallurgy



Prof Ben-Erik van Wyk: SARCHI in Indigenous Plant Use



Prof Peter Alexander: SARCHI in Social Change



Prof Jace Pillay: SARCHI in Education: Care in Childhood

## Research centres

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

The research centres include:

Research Centre	Research Area	Faculty
Visual Identities in Art and Design	Identity construction in contemporary and historical contexts – visual practice, visual representation and culture in the post-apartheid South African context	Art, Design and Architecture
Education Practice Research	Education practice – ecologies of practice focusing on teacher development and early childhood development	Education
Education Rights and Transformation	Education rights and transformation	Education
Centre for Composite Materials	Use of composite materials in two specific areas, i.e. the development of the UJ solar car, as well as the development of low-cost, multicomponent materials for use in a variety of structural applications	Engineering and the Built Environment
Telecommunications	Information theory focusing on channel coding in digital telecommunications and power electronics	Engineering and the Built Environment
Hypervision	Large scale computing problems in engineering – image processing and computer vision	Engineering and the Built Environment
Mineral Processing and Technology	Mineral processing – metal extraction, metal refining and minerals value-add	Engineering and the Built Environment
Sustainable Energy Technology Testing and Research Centre	Sustainable energy technologies	Engineering and the Built Environment
Photonics	Basic and applied research in photonics – fibre lasers and fibre sensors	Engineering and the Built Environment
Anthropological Research	Socio-cultural and biological anthropology – human origins, urban anthropology and indigenous knowledge	Humanities
Social Development in Africa	Social development and developmental welfare	Humanities
Sociological Research	Social inequality and political conflict – sociology of no-work, sociology of law and sociology of sport	Humanities
Centre for the Study of Democracy	Deepening the understanding of democracy and its challenges, intellectual and practical, in the academic community and society	Humanities
Laser Research	Wound healing, photodynamic cancer therapy and stem cell therapy	Health Sciences
Water and Health Research Centre	Relationship between water and human health – focus on improved general health and access to safe water and improved domestic hygiene and sanitation	Health Sciences
South African Accountancy History Centre	Accountancy history with specific reference to the accounting profession, accounting regulations, accounting and audit practice, governance, accounting education and tax history	Financial and Economic Sciences
South African Institute for Advanced Constitutional, Public and Human Rights	Constitutional, public and international law focusing on socio-economic rights and business and human rights	Law
Institute of Transport and Logistics Studies	Transport, logistics and supply chain management	Management
Centre for Work Performance	Methodological aspects of cross-cultural research in people management, capacity building in research methodology in people-management research and administration of postgraduate research processes in the Department of Industrial Psychology and People Management (IPPM), as well as the oversight of the research programmes	Management
Centre for Information and Knowledge Management	Information and knowledge management with focus on competitive intelligence	Management
Catalysis Research	Homogeneous catalysis, strongly underpinned by organic and organo-metallic synthesis, especially of new classes of ligands and catalyst precursors	Science

Paleoproterozoic Mineralisation	Precambrian paleoenvironmental evolution	Science
Nanomaterials Science	Synthesis, functionalisation, characterisation and application of various nanomaterials to energy, water, catalysis and materials applications – focus on carbon-based materials, such as carbon nanotubes, nanofibres, and nanospheres, including carbides and organic polymer-based materials	Science
Plant DNA-barcoding	DNA technology for biodiversity science	Science
Centre for Competition, Regulation and Economic Development	Competition economics, analysis of economic regulation, regional integration and economic development	Non-faculty

## THE POSTGRADUATE FUNDING SECTION (PFS) ALLOCATED OVER R67 518 500 TO STUDENTS IN BURSARIES AND SCHOLARSHIPS,

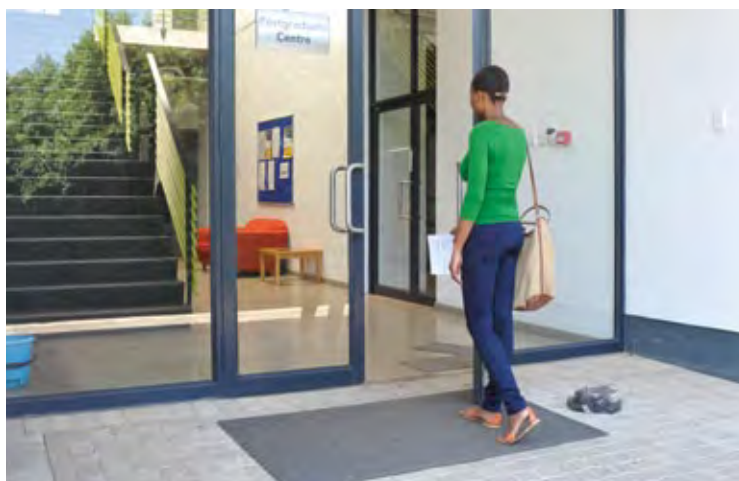
### The Postgraduate Centre

In 2014, the total number of postgraduate students, including other postgraduate students, was 6 998. The total number of master's, doctoral and honours students totalled 6 024. Postgraduate output increased by 5.27%, and the number of postgraduate graduations (of students registered in 2013) was 2 658. An important institutional goal is to reduce the time taken to complete postgraduate degrees, and various initiatives are in place to address this.

In 2014, the University had 144 postdoctoral research fellowships, increasing from 116 in 2013. The majority of these were in the Faculties of Science and Humanities and about 30% of them were funded by the NRF. The recruitment of postdoctoral fellows remains a high priority at UJ as the University has committed additional funding for postdoctoral fellows.

The Postgraduate Funding Section (PFS) allocated over R67 518 500 to students in bursaries and scholarships, increasing its allocations by 15% from 2013. The PFS also rolled out the institution's prestigious Global Excellence and Stature Programme, in relation to funding for postdoctoral fellows and master's and doctoral students.

2014 continued to be an exciting year for the Research Capacity Development (RCD) section of the PGC, which organised a wide range of events, including training and support workshops and seminars and symposia for both staff and postgraduate students. Over 1 000 participants were recorded. RCD is also, through partnerships with leading local and international experts, developing the first Diploma in Postgraduate Supervision to be offered through a higher education institution in South Africa. Supervisor training continues to receive dedicated attention as an urgent institutional priority, and regular training activities took place. The Department of Higher Education and Training (DHET), after a rigorous audit of expenditure of the



*The new Postgraduate Centre facility at the RC Nano Building on APK*

Research Development Grant (RDG) in 2013, approved a three-year grant from 2014 to 2017 of R23 million. This will contribute significantly to supporting staff and student training activities.

The Postgraduate Student Association continues to be active, creating an academic and social postgraduate student community to provide students with opportunities to network with researchers and industry.

# STATKON

Statkon continued to make a significant contribution to UJ's research goals through providing a service to improve research design and statistical analysis of findings. Services provided to UJ postgraduate students, researchers and management, as well as those outside UJ, included:

- assistance with regard to survey or experimental design and questionnaire design;
- data capturing (outsourced to CMC Data Capturers);
- statistical analysis of data sets utilising appropriate data analysis techniques;
- feedback and explanation of the statistical results and the interpretation thereof;
- acquisition and roll-out of statistical software.

The research-related Vice-Chancellor's Distinguished Award for Outstanding Researcher of the Year was awarded to Prof Hendrik Ferreira. The Vice-Chancellor's Distinguished Award for the Most Promising Emerging Researcher of the Year was awarded to Prof Kalala Jalama and the Vice-Chancellor's Innovator of the Year was awarded to Prof Esther Akinlabi.

UJ continues to build on its ongoing commitment to being a research-focused institution and supporting long-term research sustainability through strong research performance and by maintaining a good research environment. This commitment has been reinforced through continuous improvement in policy, refinement of research focus areas, increased research investment and building research partnerships.

UJ's key focus areas of sustainability that relate directly to research include financial resources management, environmental stewardship, partnerships, stakeholder engagement, health and safety in the laboratories and human capacity development.

## Sustainable funding and investment

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

### Research budget

The University relies on its internal funds and external funds to continue supporting research. Internal funds accounted for 38% of total research expenditure, while external income accounted for 62% research expenditure. In the previous year, the figures were 40% and 60%, respectively. Overall, total research expenditure increased to R153 million compared with R138.85 million the previous year. Strategies are in place and are implemented to grow the external income component to reduce the dependency on the University. Going forward, all the research centres will be measured against their capabilities to generate external income.

In 2014, the University's internal research budget was R61.47 million. External research income is broadly divided into the NRF funds and other external funds. External income from the NRF increased by 65%, from R52.14 million to R86.21 million. This increase was also as a result of improved expenditure of our grant funding from the NRF.

### Total research expenditure for the years 2010 to 2014

Fund/grant	2010 (R, mil)	2011 (R, mil)	2012 (R, mil)	2013 (R, mil)	2014 (R, mil)
Internal funds	52.25	57.07	55.15	58.28	61.47
NRF	34.36	49.07	40.10	52.14	86.21
Other external	12.44	30.9	43.60	42.59	22.80
<b>Total</b>	<b>99.05</b>	<b>137.08</b>	<b>138.85</b>	<b>153.02</b>	<b>170.48</b>





### ***Environmental stewardship***

Through its various faculties, UJ makes an outstanding contribution to the public and society in a number of fields. In doing so, UJ seeks to responsibly manage its impact on natural resources.

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

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

### ***Research partnerships***

Research partnerships are critical in strengthening the research profile and in mobilising external research funds. The University builds enduring relationships and collaborations with the public, private sector and government, which are characterised by mutual respect, active participation and long-term commitment. Our partnerships support our research strategy by providing sustainable bursaries and research funds. Government-supported bursaries and NRF claims for research subsidy have significantly increased over the years. The University continues to nurture its existing national and international partnerships with various national private and public institutions, and with institutions in the rest of the African continent, Europe, North America, Brazil, India and China.



### ***Human resources and skills development sustainability***

The University recognises the challenges of maintaining stable research capacity. In order to address the potential reduction in researchers, as well as preventing a consequent decrease in the research publication outputs, the University has a structured programme to build and increase the number of researchers. The programmes specifically focus on research development and on staff qualification improvement to obtain higher degrees and qualifications. In addition, UJ actively participates in the NRF Thuthuka Programme that is intended to support emerging researchers.

Furthermore, with a shortage of postgraduate students nationally, particularly in technical and engineering disciplines, it remains a huge challenge for the University to recruit, develop and retain researchers in a competitive environment for scarce skills. There is a need to ensure an appropriate pipeline of researchers to meet future research skills requirements. The University offers special bursaries and scholarships to assist with sourcing and developing bright young minds in order to mitigate this national concern.



The University has continued to develop and encourage new researchers, and at the same time set appropriate targets. Over the years, the University has made significant progress in encouraging academic members of staff to publish and has implemented various incentives to stimulate research productivity, such as the Vice-Chancellor's Research Awards, and increasing the research publication subsidy amount accruing to a researcher. All faculties have put measures and incentives in place to stimulate academic members of staff to publish in accredited journals. Over the years, the Research Office has performed targeted recruitment of research professors, coupled with effective key performance indicators encompassing research outputs, the number of postgraduate students, external research income, and human-capacity development.

The University will continue to nurture and enhance its research excellence through a set of well-defined indicators to enable the University to drive vigorously towards its 2025 vision of global excellence and stature. In the coming years, the aim is to remain within the top 6 national universities in terms of accredited research outputs, while simultaneously focusing on the quality (citations and impact) of our research. It is also a considered approach to support emerging researchers, especially those in areas identified for potential growth.

UJ will continue to invest in its strongest strategic research areas, and to develop them to international standing within a short period of time. The PGC will continue to enhance the quality and quantity of its postgraduate training and support, with an emphasis on improving enrolments, throughput rates and graduate output rates at both master's and doctoral levels. In addition, the PGC will enhance its service and delivery functions through research in interdisciplinary studies, monitoring and benchmarking.





# Community engagement

UJ's commitment to Community Engagement is embedded in its mission to serve humanity. UJ's four values are imagination, conversation, regeneration and ethical foundation. One of the behaviours informing ethical foundation is participating in and helping the community (ubuntu), which is where Community Engagement's (CE's) sole purpose comes alive.

As such, the University, through its CE activities, makes a significant contribution to the social, economic and educational development of communities in Johannesburg, Gauteng, South Africa and the wider society.

CE, in the form of service learning and community-based research, is a core academic function of the University that utilises UJ's teaching, learning and research competence to meaningfully impact the lives of others.

As catalyst and conduit for the positive change in our communities and the lives of our students, 2014 brought about a turning point in UJ's volunteer programme. In the programme, tremendous focus is given to imbue UJ students with attributes beyond academic success. Volunteerism teaches our students qualities that mark a true UJ graduate: work readiness, accountability, responsibility, critical thinking, empathy, diligence, leadership skills and responsible citizenry. Volunteerism allows our UJ graduates to be true leaders of the future; by giving back and building communities, they echo the promise of a better tomorrow.

## External stakeholders placed within the faculties

Project Name	Faculty	Placement Date
Adopt a Child	Education	14 May 2014
PUSH – Persevering Until Something Happens	Humanities	14 May 2014
Khanyisa Psychoactive Plant Project	Science	14 May 2014
Doornkop Communal Property Association	Engineering	26 September 2014
Can Live Well	Health Sciences	26 September 2014
Tsela Ya Tshepo: HIV/AIDS Education Programme	Health Sciences	26 September 2014

## *UJ Student Volunteer Champion Programme*

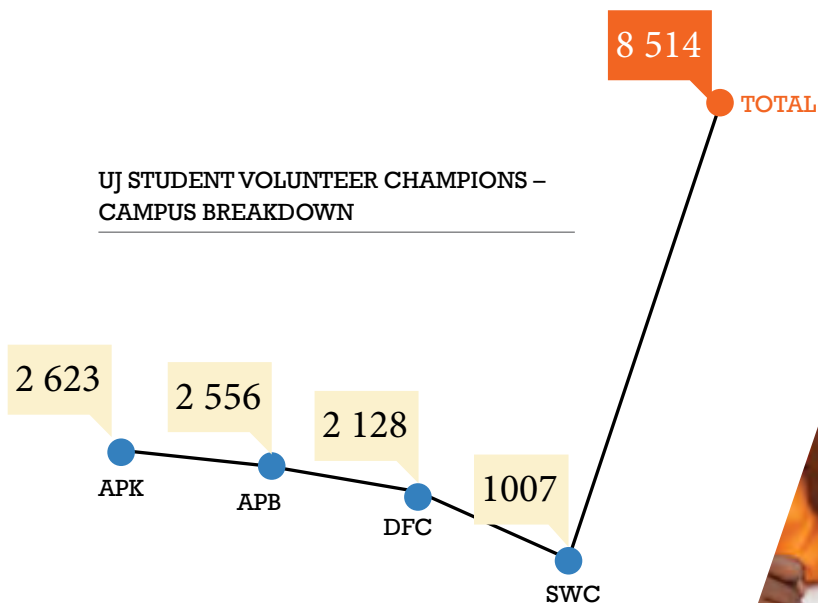
A major accomplishment in 2014 was the growth of the UJ Student Volunteer Champion Programme (SVCP). Through the SVCP, UJ takes its rightful place as a caring and engaged tertiary institution. In addition, UJ students become responsible citizens making lifelong contributions to their communities and the country.

The volunteerism is largely conducted with non-governmental organisations (NGOs), non-profit organisations (NPOs) and community-based organisations (CBOs), whose projects are registered with the University. Projects involve all nine faculties, staff and students. Through this programme, UJ student intellectual capital is shared with over 50 community-based projects in need.

**DURING 2014, 8 514 VOLUNTEERS, UP FROM 7 151 VOLUNTEERS IN 2013, PROACTIVELY GAVE THEIR TIME AND SKILLS TO COMMUNITIES. THIS NUMBER FAR EXCEEDS THE TARGET OF 7 000 SET BY THE MANAGEMENT EXECUTIVE COMMITTEE (MEC).**

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### UJ STUDENT VOLUNTEER CHAMPIONS – CAMPUS BREAKDOWN



#### **CE Tutoring Programme**

The CE Tutoring Programme was initiated in 2013. In the past two years, hundreds of matriculants have received tutoring from UJ volunteer champions on Saturdays and during school holidays.

Volunteer champions from all four campuses sign up for this initiative and their commitment and passion spark the learners' enthusiasm, resulting in academic success.

Klipspruit High School in Eldorado Park was the first recipient of this learning assistance programme in 2013. In 2014, it was rolled out in Soweto at Fidelities High School. The partnership with the Gauteng Department of Education and UJ CE grew stronger with the increased pass rate, and more schools with low pass rates will be included in this programme in 2015.

#### **School Libraries Project**

Volunteer champions were very active in 2014 with revamping and establishing libraries at schools or community halls. Various book donations were collected from Rotary, publishers and closing book stores and taken to where the need was indicated.

In some instances, students collected books from their own communities, family and friends and the University community was called upon to assist in this regard.

At the hospitals, books were handed out to patients, who could either leave the book with the hospital or take it home. Two Diepsloot high schools' libraries were re-instituted, cleaned up, repaired and books were replaced.



CE volunteer champions with CE specialist Mr Andy Balarum



### ***Tshwaranang Fridays***

On most Fridays in 2014, volunteer champions on all UJ campuses held information sessions about UJ CE and the volunteer programme, to act as ambassadors to fellow students. Dialogues, debates and debriefing sessions are open to all students and peer-to-peer engagements are instrumental in growing the number of students who participate in the Volunteer Champion Programme.

Twice a month, two campuses combine during these engagements to encourage camaraderie and the breaking of silos on UJ campuses. Whenever other activities involving musicians and promotion companies engage students at the student centres, UJ CE makes use of the opportunity to further highlight CE at the University.

### ***Leadership training seminars***

Two Volunteer Leadership Empowerment Seminars were held for the upliftment of the student volunteers. The first seminar in March 2014 was led by Dr David Molapo, successful businessman, pastor and teacher, who encourages young people to find their purpose in life. At the second seminar in October 2014, Mbali Mkhonto (President: Convocation), Rendani Tshivula (current student), Bongani Zwane (Alumni) and Sabelo Mnukwa (Alumni) were some of the speakers.

### ***Student Showcase Competition***

Established in 2009, the annual Showcase Competition, where student projects are presented to all students and interested staff, took place in October 2014. Residences, day houses, RAG, the SRC, societies, individual and self-owned or faculty student groups showcase their projects. To win, projects need to clearly address a social justice issue, contribute to sustainability and identify one or more of the Millennium Development Goals.

First place went to the Chess Master, a project that uses chess to teach discipline, problem-solving skills and how to deal with sociological and psychological problems. This game also improves learners' mental capacity and allows them to compete against other schools.

Second place was awarded to Rand a Shoe. This project has a fundraising element: R1 donations are collected and then the money is put together to buy school shoes for learners in disadvantaged communities. Third place was awarded to the Believers and Achievers Project, where a group of 14 students assisted Grade 9 learners in rural schools to make the correct subject choices in order for them to be able to apply for tertiary education after Grade 12.



### **CE Roadshow**

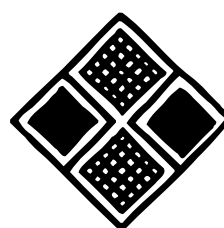
In September 2014, as in preceding years, the UJ CE volunteer champions moved from campus to campus with student leaders and set up a mini-open day, with gazebos, umbrellas, banners, posters and promotional materials to inform students and staff about CE. Many students signed up during these four days. Faculty CE, as well as the key community partners for the year, who have continued to work with the volunteer champions, are advertised. Some of the leading external stakeholders include the Slovo Centre for Excellence (SCE), the Tirisano Foundation, the Together Action Group (TAG), the Tebogo Trust, Art with Heart Africa (AWHA), Art for AIDS International and the ABZ Foundation.

### **UJ VC Imbizo – Volunteer Champion Day**

The UJ VC Imbizo is an activity where the majority of CE volunteers receive recognition. Over 900 students attended this event and students with a minimum of 20 hours community service (linked to our 20 years of democracy) received an acknowledgement letter for their community service hours delivered. Students with 50 hours and above received certificates of participation, and students above 100 hours received certificates, medals and gifts. Volunteer champions who end up in the Top 40 are then invited to the CE Recognition Awards with the staff and the community partners.

### **Community-based Organisation (CBO) Forums**

UJ CE held four CBO Forums in 2014, one each term. In the first term, a total of 300 community stakeholders from across the four campuses attended the forum. The second forum was a training session, which came about as a result of CE collaboration with Prof Hanna Nel at the Faculty of Humanities. The session was facilitated by a visiting professor from England, Prof Ian Bruce. Prof Nel also sponsored four NGO applications for the Certificate in Community Development Programme. The third-term forum was combined with a networking breakfast where NGOs with similar core businesses could liaise with one another. In the last forum, student volunteers also joined in to have discussions on the improvement of the programmes going forward. These sessions were facilitated by the CEAB external representatives, Cathy Seefort and Lorraine Cockrell.



### ***Communicating CE activities***

One of the most important roles of CE is to actively promote and communicate CE activities at UJ. The first electronic e-Engaged newsletter from the Section was produced in November, with the first publication also being distributed in hard copy. CE was also actively promoted on the UJ website and in the media, including being featured in the Business Day CSI publication.

A significant communication strategy is underway for 2015 to further promote CE activities at the University and to encourage both internal and external stakeholders to join CE activities.

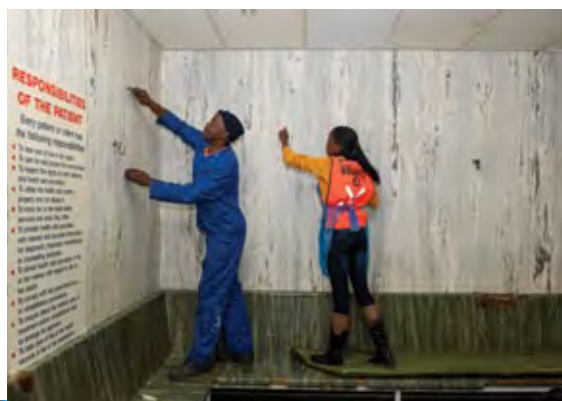


### ***Nelson Mandela Day***

Through the institution-wide Mandela Day initiative, the CE Office continues to make a considerable impact on its surrounding communities. In 2014, a formal opening programme for Mandela Day was introduced for the first time. The event was attended by more than 1 000 participants, including staff, students and external partners.

In addition, approximately 2 000 volunteers gave more than 67 minutes of their time to the three hospitals surrounding UJ: Helen Joseph, Charlotte Maxeke, and Chris Hani Baragwanath. During the last four years, a positive relationship with the three partner hospitals has been established and they now utilise student volunteer champions to improve their service delivery throughout the year. Clean-up campaigns at the Westdene Dam, Hursthill Park, Brixton Park, as well as the Kingston Frost Park, were also undertaken by staff and students.

CE was awarded a Marketing, Advancement and Communication in Education (MACE) Merit Award for its Mandela Day activities.



*UJ CE volunteers on Mandela Day, 2014*



### ***UJ Women in CE Empowerment Programme***

The UJ Women in CE Empowerment Programme (UJWiCEEP) is an annual event and 2014 marked the sixth year of this much anticipated award function. 212 women from nine faculties attended the event, external CE partners and female students from all campuses. Among the student representatives were student leaders from the SRC, RAG, residences, societies, day houses and student registered NGOs.

Prof Debra Meyer was the keynote speaker whose topic was Women as Everyday Leaders. The nine Empowered Women Ring presentations were made by UJ Jewellery Department Lecturer, Farieda Nazier. These rings pay homage to women who make a remarkable difference in communities.



Saluting women at the  
UJ Women in Community  
Engagement Empowerment  
Programme (UJWiCEEP)

### ***Faculty CE coordinators***

During the year, synergy and collaboration between CE and the faculties was further developed. All nine faculty CE coordinators were active and cooperated fully on all CE matters pertaining to their respective faculties. They provided full reports on faculty CE progress to the CEAB during all meetings. Divisional CE Coordinators will be included in 2015 to further bolster CE interaction with internal and external stakeholders.

### ***Faculty, student residence/society and divisional CE projects***

Faculties plan and implement community-based projects. The CE Section facilitates the placement, monitoring and evaluation of these projects and promotes best practice principles of project management. There are process guidelines on project registry and placement, quarterly reports and an annual Scope and Impact Study. During the year under review, 72 faculty-based CE projects were active.

Flagship projects were identified by the Faculty CE coordinators, as listed below:

- Faculty of Art, Design and Architecture: Wood Stove Development for Rural Areas.
- Faculty of Economic and Financial Sciences: UJ Community Club (TLC Orphanage Support).
- Faculty of Education: Reading Programme in Schools.
- Faculty of Engineering and the Built Environment: Women In Engineering and the Built Environment.
- Faculty of Health Sciences: Riverlea Community Project.
- Faculty of Humanities: Sophiatown Project.
- Faculty of Law: The Law Clinic.
- Faculty of Management: Enactus, formerly Students In Free Enterprise (SIFE).
- Faculty of Science: Science Centre at the Soweto Campus.

### **Community Engagement Recognition Awards**

For the last six years, the annual Community Engagement Recognition Awards (CERA) have recognised champions in CE among academics, the leading volunteer champions and residence/society projects. In 2014, the event was attended by 207 academics, their external partners and invited students.

CERA reflects the successful relationships that have been fostered between people from different walks of life, and their valuable collaborations are enhanced by institutional recognition.

**Best UJ CE Student Volunteer Champion 2014 to 2015:** Thembi Ntsanwisi

**Best UJ CE Project in Student Structures 2014 to 2015:** UJ Chess Masters Society

**Best UJ CE Project (1st Prize):** Dr Pieter Els from the Faculty of Health Sciences, for the Riverlea Project.

**Best UJ CE Project (2nd Prize):** Prof Natasha Erlank and Mr David Thelen from the Faculty of Humanities, for the Sophiatown Project.

**Best UJ CE Project (3rd Prize):** Mr Schalk van Heerden for the multi-departmental project Futeco Park – Group O Esportivo De Manica in Manica, Mozambique.

The CE Office has made significant strides in enhancing the stature of UJ's institutional CE projects and specifically in inculcating the culture of giving and volunteerism among UJ students. Going forward there are some high-priority suggestions that stakeholders can embrace to further uplift our communities and increase the CE footprint. UJ, as a higher education institution, could become more involved in the service learning (SL) and community-based research (CBR) activities of CE. SL and CBR activities are considered part of the core academic function of the University. There is currently a tendency towards cross departmental and disciplinary research at higher education institutions; CE could be approached in a similar way. With more strategic focus, a faculty could potentially involve several departments and other faculties in the same project. This will harness their intellectual capital and limited resources collectively to make a larger and more sustainable impact.

Currently, CE is regarded as a third pillar, together with teaching and research. CE projects have the potential to increase research and learning if the projects are chosen strategically and CE is given more prominence at UJ. In 2015, focused effort will be given to increase the prominence of CE at the University.

Although the volunteerism programme is growing exponentially at UJ, more effort is needed to further embed the value of CE in the minds of students. To this end, 2015 will see closer collaboration with the student leadership to act as ambassadors for UJ CE.

*Below from left: CE's Lebogeng Mawelela, CERA 2014 guest speaker Thulani Madondo, CE Manager Ms Ernestine Meyer-Adams*



UJ has made some significant strides in CE and impacted many communities and individuals. UJ has shown through many of its partnerships that it is a caring institution. More importantly, UJ is an engaged University and is addressing the needs of its external communities.

# Awards

# FACULTY PERFORMANCE

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





# FACULTY OF ART, DESIGN AND ARCHITECTURE

(FADA)

The Faculty of Art, Design and Architecture (FADA) is committed to the notion that art, design and architecture can change the world.



**PROF FEDERICO FRESCHI**

EXECUTIVE DEAN: FACULTY OF ART,  
DESIGN AND ARCHITECTURE

With a dynamic focus on creativity, collaboration, communication and critical thinking, we challenge our students in all the eight disciplines in the Faculty, and in both our graduate and undergraduate programmes, to expand their fields beyond the conventional boundaries in imagining the world they hope to have and to leave behind. We emphasise sustainability, relevance and an engagement with the real world in our programmes, and connect actively with the dynamism, creativity and diversity of Johannesburg in promoting new approaches to design education that support the University's vision of being an international university of choice, anchored in Africa and dynamically shaping the future. The Faculty has excellent facilities and staff, and both through its legacy in the old Witwatersrand Technikon and the dynamic changes that it has experienced in the past ten years, has a long-standing reputation for producing first-rate graduates that are well-equipped to deal with the challenges of solving real-world problems.

Overall, the Faculty performed well in 2014 – a dip in its research output notwithstanding – while at the same time being responsive to the changing strategic imperatives of the University. The Faculty's performance in each of the strategic areas identified in 2014 is summarised below, and discussed more fully throughout the chapters of this report, with the final chapter providing a summative review and an indication of future planning.

# faculty of dreams





in 2014 the Faculty focused on five key areas, all underscored by the University's Strategic Objective Six: 'Fitness for Global Excellence and Stature'. These five focus areas were identified in 2013 as:

1. Development of a competitive Programmes and Qualifications Mix (PQM) and programme delivery (devised from the *UJ Strategic Objective Two: 'Excellence in Teaching and Learning'*)
2. Research and staff development (devised from the *UJ Strategic Objective One: 'Excellence in Research and Innovation'*)
3. Internationalisation (devised from the *UJ Strategic Objective Three: An International Profile for Global Excellence and Stature*)
4. Marketing, visibility and institutional culture (devised from the *UJ Strategic Objective Five: 'National and Global Reputation Management'*)
5. Transformation (devised from the *UJ Strategic Objective Four: An Enriching and Student-Friendly Learning and Living Experience*)

### Student enrolment, profile and performance

The Faculty continued to grow in 2014, with a total headcount of 1 309 full-time students enrolled in its programmes, an increase on the 1 257 headcount of 2013. In keeping with the Faculty's evolving Programme and Qualification Mix (PQM), which will see a shift to a majority of degree programmes over the next five years, there was an increase in the number of enrolments in undergraduate degrees, with a total headcount of 391 (up from 308 in 2013), with a concomitant drop to 857 enrolments in undergraduate diplomas (down from 901 in 2013). The total undergraduate enrolment in 2014 was 1 248 (up from 1 209 in 2013). In keeping with the strategic emphasis on growing our postgraduate programmes, the total postgraduate enrolment increased from 48 in 2013 to 61, boosted by the enrolment of twelve students in the new Honours programme in Graphic Design. The enrolment of one occasional student made up the final total enrolment of 1 310 students. International student enrolment remained relatively static at 43 students (a marginal increase from 39 in 2013).

The trend of increasing the number of total enrolments of black students continued, rising from 55% in 2012 to 61% in 2013 and 66% in 2014. The number of first-time entering black students (excluding transfer students) has also shown a steady increase over the same period, with the total enrolment of 253 students (or 56% of first-time entering students) in 2014 showing year-on-year growth from 177 (47%) in 2012 and 191 (48%) in 2013. There has been a concomitant drop in enrolments of white first-time entering students (excluding transfer students) over the same period – from 32.07% in 2012 to 29.3% in 2013, and 21.5% in 2014.

Overall, there has been a marked increase in enrolment in master's programmes, from 20 students in 2009 to 47 in 2012, with a marginal increase to 48 in 2013 and 49 in 2014. A sharp rise is expected in 2015 with the introduction of the new 'Unit System' in Architecture, as well as the intake into the new MA Design programme.

The academic performance of students in the Faculty remains relatively constant at 86.4% in 2014, compared with 85.6% in 2013 and 87.5% in 2012. Overall first-year success rates improved from 73.2% in 2013 to 76.2% in 2014, although this is still below the 79.8% achieved



**STUDENTS FROM THE FACULTY GAINED NATIONAL AND INTERNATIONAL RECOGNITION THROUGH THEIR CREATIVE ACHIEVEMENTS DURING THE YEAR IN THE MANY AWARDS AND PRIZES THEY CONTINUED TO GARNER IN COMPETITIONS.**

in 2012. First-year black student success rates improved marginally from 72.8% in 2013 to 74.3% in 2014, but this is still somewhat lower than the 76.7% achieved in 2012. The overall performance of black undergraduate students improved marginally to 80.4% in 2014 from 79.8 in 2013, bringing it closer to the 2012 level of 81.9%.

There were 251 undergraduate modules (including BTech) taught in the Faculty in 2014, with an overall success rate of 85.5%. Undergraduate module pass rates in all departments were generally above 65% with only 19 modules achieving a pass rate below 65%. There has also been a steady increase in graduation rates, with a total of 387 graduates being awarded their qualifications in 2014, compared to 348 in 2012 and 364 in 2013.

Students from the Faculty gained national and international recognition through their creative achievements during the year in the many awards and prizes they continued to garner in competitions. Some of the noteworthy national competitions in which FADA students featured prominently in 2014 included: The Corobrick Architectural Students' Awards; the Des Baker Architectural Awards; the Fuchs Foundation Award; the ArchiPRIX International Award; the Food Technology 2014 Student Competition; the Assegai Awards; the 35th Annual Loerie Awards; the IndiAfrica Poster Competition; the Cobra Tap Competition; the Association of Rotational Moulders of Southern Africa (ARMSA) and Plastics SA Student Design Competition 2014; the Eskom Lighting Competition; the Samsung Inspire Design Competition; the Caesarstone Competition; the Anglo Gold Auditions Competition; the Anglo American Plat Africa Awards; the Thuthuka Jewellery Awards; the Thami Mnyele Ekurhuleni Awards; the ABSA l'Atelier Awards; and the Sasol New Signatures Competition.



*From an art exhibition*



## Research and creative production

Preliminary (unaudited) figures indicate that the 2014 research figures were somewhat below the excellent result of 45.74 subsidy units achieved in 2013, with a total of 33.02 units submitted for accreditation. The 2014 submissions comprised 16.5 units from journal articles (down from 20.5 in 2013), 8.85 conference proceeding units (up from 8.25 units in 2013), 6.4 book units (down from 11.41 in 2013), and 1.27 book chapter subsidy units (down from 1.4 in 2013). The lower-than-expected output is largely attributable to a slow movement of research work through the pipeline, and it is expected that much of what was produced in 2014 will only appear in press in 2015.

Fellows associated with the Faculty Research Centre produced the bulk of the research output, with the Research Centre showing a return of 20.42 units in 2014, compared with 12.6 units being produced by full-time academic staff in the Faculty. The number of research-active, full-time academic staff – excluding assistant lecturers – increased marginally to 22 (46%) in 2014, up from 19 (43%) in 2013 and 16 (40%) in 2012. This increase in the number of research-active staff is partly the consequence of a more liberal approach to supporting requests for funding from the Faculty Research Committee, and partly because of a new strategy that seeks to create supportive environments and platforms across the Faculty's three focus areas – conventional research (supported by the Research Centre); scholarship of learning and teaching (supported by the STAND (the Scholarly Teaching and Art, Architecture and Design Community of Practice)); and design and technology-led research supported by the Design Society Development DESIS (Design for Social Innovation and Sustainability) network.

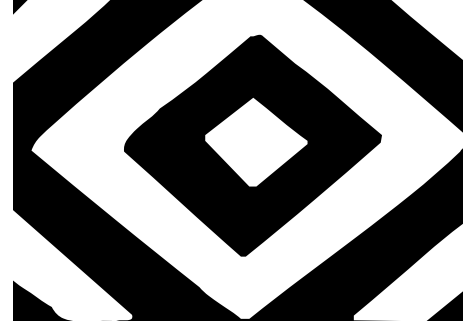
Prof Karen von Veh, an Art Historian and Associate Professor in the Department of Visual Art, received a C2 rating from the NRF, bringing to five the number of NRF-rated researchers in the Faculty in 2014, from four in 2013 (Profs Berman, Freschi, Osman and Schmahmann).

Other significant staff achievements included Prof Kim Berman (Visual Art) being invited to present the keynote address at the Arts Council of the African Studies Association (ACASA) triennial conference, held at the Brooklyn Museum in New York. Prof Lesley Lokko (Architecture) presented a keynote address on *Architecture, Writing and Identity at the Differences Beyond Recognition* conference held at the University of California, Berkeley, and was invited to present a public lecture on the theme of African urbanism at a BOZAR (Centre of Fine Arts, Brussels) roundtable event funded by the European Union entitled *Visionary Urban Africa*. Gordon Froud (Senior Lecturer, Visual Art) was invited to curate an exhibition entitled *Twenty: Contemporary Art from South Africa* at the Appalachian State University in Boone, North Carolina, and Prof Karen von Veh (Visual Art) was invited to give a keynote address at the University of Rijeka, Croatia. Prof Freschi presented his professorial inaugural address entitled *The Politics of Ornament: Articulations of Identity in South African Architecture, 1930 to 2010* in September.

The Research Centre, Visual Identities in Art and Design (VIAD), continued its programme of specialist conferences and colloquia. Principal among these was a two-day Practice-led Research (PLR) Writing Roundtable, which focused on the possibilities for writing using PLR approaches, with emphasis on how these approaches may be deployed by PLR practitioners working across the fields of art and design. The keynote speakers were Prof Nathaniel Stern (Peck School of the Arts, University of Wisconsin-Milwaukee) and Prof Keyan Thomaselli (editor-in-chief, *Critical Arts* and Director of the Centre for Communication, Media and Society at the University of KwaZulu-Natal), and there were a number of national and international participants in addition to FADA academic staff.

Specialised curated exhibitions and planned events such as a film club, to be known as FADA-FILM, will provide a creative platform to stimulate critical thinking and scholarship through contemporary art and design issues and practice. The VIAD Public programme accompanying *By the Rivers of Birminam* saw the introduction of closer working relationship with staff and students in the participation of planned exhibitions and events. Exhibitions such as *Design with the other 90%*, accompanying the Cumulus Conference, and *Chroma 256*, an international colour travelling exhibition curated by Kevin Todd (University of the Sunshine Coast, Australia), supported FADA's drive towards global excellence and stature.

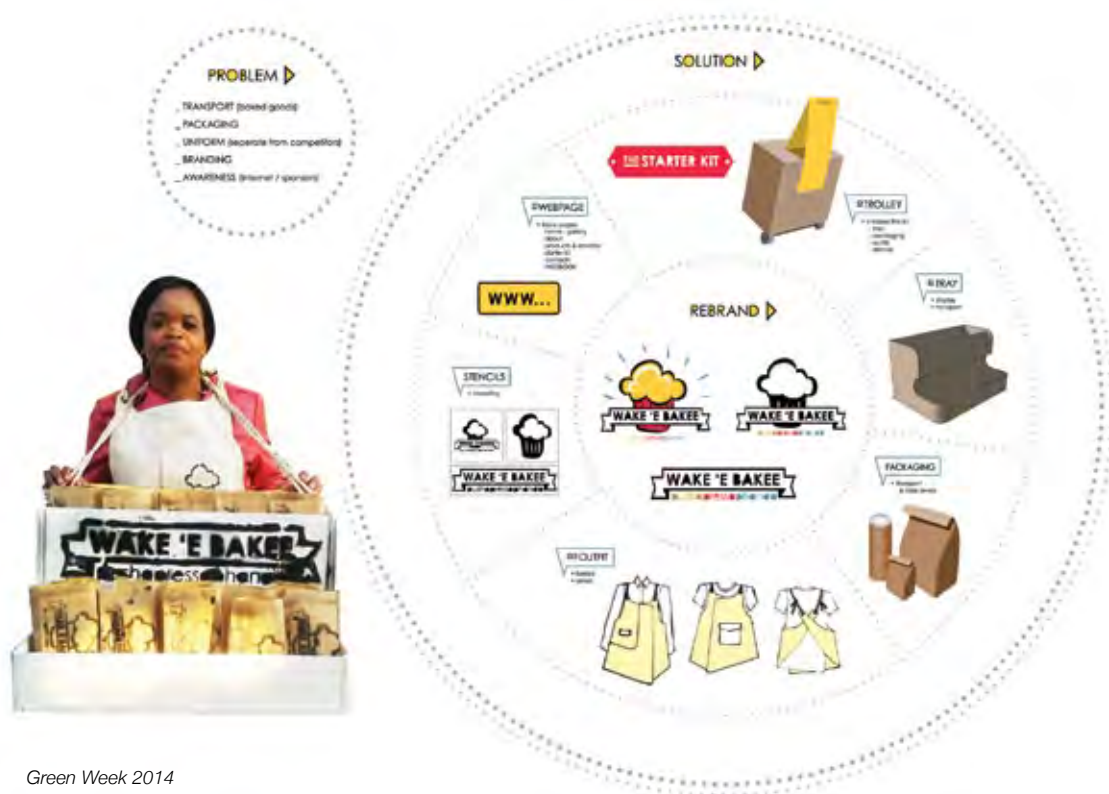
The creation of a FADA Gallery blog and Facebook page expands our reach through social media in the communication and important documentation of planned activities from a marketing and a communication perspective. The optimum utilisation of resources and funding opportunities paves the way to broaden the scope of the FADA Gallery in support of a holistic cultural experience for students, staff and the art, design and architecture community in Johannesburg and beyond.



## Community service, stakeholder engagement and internationalisation

The Faculty received a number of international researchers and academics from institutions in the United States, France, Australia, Germany, Dubai and India. In addition, there were a number of national collaborations with a variety of institutions, including the University of the Witwatersrand, the University of Cape Town, the Tshwane University of Technology, the Central University of Technology, the Cape Peninsula University of Technology, and the Greenside Design Centre. Faculty staff were well represented on professional forums, with a number of instances of leadership roles in national and international professional bodies, as well as service to the national academic community in the capacity of assessor, moderator and external examiner.

In September 2014, the Faculty, in collaboration with the Greenside Design Centre, hosted the Cumulus Conference at the Faculty. Other internationalisation activities included visiting groups of students from the École Boulle School of Art and Design in Paris, who collaborated with a group of FADA students on a multidisciplinary project, and a group from the School of the Museum of Fine Arts in Boston, who worked on a collaborative project with FADA Visual Arts students and members of the Artist's Proof Studios. Two Visual Arts Master's students participated in a two-week printmaking residency at the Veerle Rooms Foundation in Antwerp, while Dr Judy Peter (HOD: Jewellery Design and Manufacture) led a group of BTech students on a study trip to Croatia, where an exhibition of their work was held at the Design Museum in Zagreb.



Green Week 2014





**Faculty: FADA**

**Mary Sibanda**

Mary Sibanda graduated with a National Diploma in Fine Arts from the University of Johannesburg in 2004, followed by a B-Tech in Fine Art in 2007. Sibanda explores themes of gender, class, and race, through the sculptural representation of her alter ego, Sophie, whom is dressed in altered domestic worker uniforms. Since graduating, Sibanda has successfully transformed her. She gives Sophie agency to evoke in these women fantasies and dreams which might help uplift them from their everyday experiences. Sibanda's Sophie is a story teller who celebrates and uplifts women, especially the women in her own family who are iconic of so many South African domestic workers.

She has participated in prestigious exhibitions across the world and has received a number of residencies and fellowships including the Cite des Arts International in France and the Ampersand Foundation Fellowship in New York. In 2013, she was awarded the Standard Bank Young Artist Award for Visual Arts.

# FACULTY OF ECONOMIC AND FINANCIAL SCIENCES (FEFS)



**PROF AMANDA DEMPSEY**  
EXECUTIVE DEAN: FACULTY OF ECONOMIC  
AND FINANCIAL SCIENCES

It has been ten years since the inception of UJ and the Faculty of Economic and Financial Sciences (FEFS). Therefore this report, while focusing on the year 2014 and on recent trends, will also provide some comparisons, where appropriate, over the ten-year period.

The international review of FEFS, as part of a University-wide initiative, took centre stage in 2014 in requiring the Faculty to evaluate its strategic purpose and to gauge its national and global standing. The Peer Review Panel (PRP) consisted of high-profile individuals, generally from internationally renowned universities, with expertise in economics, accounting and finance. Soon after the review in August 2014, the Faculty engaged with its members on key aspects as contained in the Peer Review Report (PRR). Two key opportunities of engagement, a strategic workshop on 2 October 2014 and a Faculty Board meeting on 14 October 2014, provided members with the opportunity to debate and understand the perspectives of the different disciplines regarding 'excellence and stature'.

Firstly, the Peer Review Panel (PRP) identified what it termed to be a "principal opportunity" for the Faculty: "that UJ could, through the Faculty of Economic and Financial Sciences, by the distinctive clustering of the disciplines that comprise it, be recognised as the Pan-African educator in the financial services and regulation space." Secondly, in light of the various observations made in the PRR and UJ's 2025 strategic objectives and aspiration for global excellence and stature, a working definition of stature was presented at the Faculty Board meeting of 14 October 2014: *Stature, within an academic context, is the attainment and maintenance of context-based (pre-)eminence among academic peers, and in civil and professional society.* The Faculty embraces this notion of stature and at the same time accepts that variations would exist in how pre-eminence is viewed and pursued in terms of teaching and scholarship over a contextual spectrum covering vocational training, profession-oriented education and traditional academic education.

## Enrolments

Total enrolment in the Faculty has grown by just above 30% over the ten-year period from 8 348 in 2005 to 10 864 in 2014. This represents an unweighted annual growth in enrolment of close to 3% over the ten-year period (notwithstanding the variations over the years). It must also be noted that total enrolment went well above 11 000 in some years during the same period.

# (FEFS)

Notwithstanding this discernible growth over the decade and some downward revisions in enrolment targets, the Faculty is concerned about the fluctuations in enrolment in recent years, particularly the evident decline since 2013. Actual total enrolment dropped by 1.1% in 2013 and 4.4% in 2014. Moreover, the 2013 and 2014 actual total enrolments fell short of the planned targets by 1.6% and 4% respectively. In 2014, this shortfall is more pronounced at undergraduate level, with a drop of 5.1% relative to 2013, while postgraduate enrolment fell by less than 1%.

*The total enrolment for 2014 was close to 22% of the total enrolment of the University, a decline from the 24% in 2013. However, at 22% FEFS continued to be the largest faculty in terms of student numbers. Ten years ago, in 2005, FEFS accounted for 18% of UJ's total enrolment.*

As far as student profile is concerned, a change from 2013 in terms of race reflected a rise in black enrolment from 84% to 85%, unchanged coloured and Indian enrolments at 2% and 5% respectively, and a drop in white enrolment from 8% to 7%. Ten years ago, the distribution was 59% black, 3% coloured, 8% Indian, and 31% white. It is evident that the change in profile (according to race) since 2005 is quite significant. While this shift in profile may be consistent with the demographic environment of the University, it is important to maintain diversity, and hence the Faculty remains committed to targeting all ethnic groups with its marketing initiatives. With regard to gender, the proportion of female students of total enrolment dropped from 54% in 2013 to 53% in 2014 – barely a change from the 52% recorded in 2005.

### Academic performance

*The Faculty is hitting the high notes with its undergraduate success rate (in terms of degree credits), at **85.9% in 2014 compared to 83.3% in 2013 and 74.4% in 2005**. The Faculty's undergraduate success rate has been consistently above 80% for the last four years since 2011.*

*The fall in the average success rate for postgraduate programmes from 72.4% to 70.6%, was the net outcome of a marginal increase for honours programmes from 71.4% to 72.1%, a significant drop for master's programmes from 89.6% to 66%, as well as for doctoral programmes, from 59.1% to 33.5%. The Dean is in consultation with relevant heads of department on strategies to improve the performance of students in postgraduate programmes. It must be noted that the results for doctoral programmes will tend to fluctuate between extremes given the generally low intake of students and the longer*



*Empowering students at the Craftsmen of Financial Liberty seminar*

*duration of study. In 2005, the postgraduate success rate was 65.5%, but for the last four years, since 2011, it has remained consistently just above 70%.*

*The number of graduates in the Faculty increased by 2.8% from 2 863 in 2013 to 2 942 in 2014. The number of graduates recorded in 2005 was 1 613 and for the ten-year period as a whole, the Faculty produced 22 138 graduates. The graduation rate for undergraduate degree programmes increased from 20.1% in 2013 to 21.7% in 2014, as well as for undergraduate diploma (and certificate) programmes from 23.5% to 26.4%. The graduation rates recorded in 2005 for undergraduate degree and diploma programmes were 16.7% and 18.1% respectively. With regard to graduation rates for postgraduate programmes, there was a drop for honours programmes from 59% to 56.1%, a decline for master's programmes from 11.9% to 10.6%, and a drop for doctoral programmes from 12.5% to 8.1%.*

*The total graduation rate in the Faculty increased from 25.2% in 2013 to 26.5% in 2014. The graduation rate in 2005 was 19.3% and has been consistently above 20% and increasing for since 2011. The proportion of FEFS graduates relative to the University as a whole grew slightly from 24.7% to 25.9%; this figure was at 16% in 2005, but has been consistently above 20% and increasing for the last five years since 2010.*

### Impact of academic programmes as reflected in external achievements of FEFS students

- In 2014, UJ graduates achieved a pass rate of 95% in the South African Institute of Chartered Accountants' (SAICA's) Initial Test of Competence (ITC), with two UJ candidates being placed in the Top 10. This performance is a clear case of pushing the boundaries of excellence when compared to the 90% pass rate achieved in 2013 and the 89% attained in 2005. In 2014, UJ also produced the highest number of successful black candidates among residential universities, accounting for 27% of black candidates who passed the exam.
- A UJ student from the Department of Economics and Econometrics scooped first prize in the Old Mutual and Nedbank National Budget Speech Competition. He received his prize at a special banquet from the then Minister of Finance, Mr Pravin Gordhan.



- A team of UJ students from the Department of Finance and Investment Management won the 2014 local Chartered Institute of Financial Analysts (CFA) Institute Research Challenge.
- Three teams of students from the Department of Finance and Investment Management made it to the South African final of the Chartered Institute of Management Accountants (CIMA) Global Business Challenge 2014.

Departments have around 38 approved, non-subsidised programmes, of which 22 (excluding winter schools and pre/postdoctoral registrations) were presented in 2014. The total enrolment for these 22 programmes was 1 095 in 2014. Note that the enrolment for programmes that were attendance-based, with attendees not having to register on the UJ system, is not included in the reported figures. If the total enrolment of 532 in respect of winter schools and pre/postdoctoral registrations is taken into account, then the total enrolment in non-subsidised programmes amounted to 1 627 in 2014, reflecting a decrease of 2.4% relative to the enrolment of 1 667 in 2013.

The number and the composition of non-subsidised programmes have changed over the years since 2005. However, there has been a distinct growth in enrolment in such programmes over the last ten years from 1 053 in 2005 to 1 627 in 2014. This represents an unweighted annual growth in enrolment of close to 5% over the ten-year period.

Seven of all the non-subsidised programmes presented in 2014 were allocated result codes. Given the enrolment of 825 students in these programmes in 2014, the percentage of qualifying candidates was 41.8%, compared to 37.8% in 2013 (notwithstanding variations in size and composition of such programmes over the two years). Total income generated from non-subsidised programmes amounted to approximately R13 million in 2014 compared to R10.9 million in 2013.

## Research and scholarly activity

Preliminary (submitted) subsidised publications in the Faculty amounted to 49 items, which translates to 39.79 units, comprising 37.45 journal article units, 0.66 book chapter units and 1.68 units for conference proceedings. This represents a 63.4% increase relative to 2013. This is an excellent turnaround for the Faculty given the previous two years of decline in accredited output. The Department of Economics and Econometrics accounted for the lion's share of the 2014 accredited output, at 72% of the total. When viewed over the ten-year period, notwithstanding fluctuations, there is very positive growth in the Faculty's accredited research output, starting from a modest five units in 2005 and growing to 39.79 units in 2014.

Apart from activity that resulted in accredited research output, staff members remain highly committed to scholarly activity. If subsidised output is excluded from the 327 items of activity reported by staff for 2014, 278 items spanned scholarly work in areas such as conferences, publications in non-accredited journals/media, non-subsidised books and research projects.

Measures in 2014 aimed at creating an environment that would stimulate research and scholarly activity included:

- appointment of a high-profile international scholar, a distinguished visiting professor;
- appointment of visiting professors (two international professors and one local);
- a public lectures programme: the Faculty hosted highly esteemed speakers in 2014, namely Malusi Gigaba (Minister of Home Affairs), Prof Dominick Salvatore (Professor of Economics and Director of the PhD programme in Economics at Fordham University, New York), and T.K. Makwetu (Auditor-General of South Africa);
- an accredited journal (to engage with the broader research community);
- internal research funding, other incentives and various capacity development initiatives conducted, particularly at departmental level;
- activities of the Faculty's three research/training centres: the Centre for Competition Regulation and Economic Development (CCRED), the Centre for Local Economic Development (CENLED), and the South African Accounting History Centre (SAAHC);
- the Fifth Biennial Value Conference hosted by the Faculty in 2014 with an attendance of 200 delegates and the presentation of 66 papers.

Other factors which enhance the research and scholarly environment of the Faculty include:

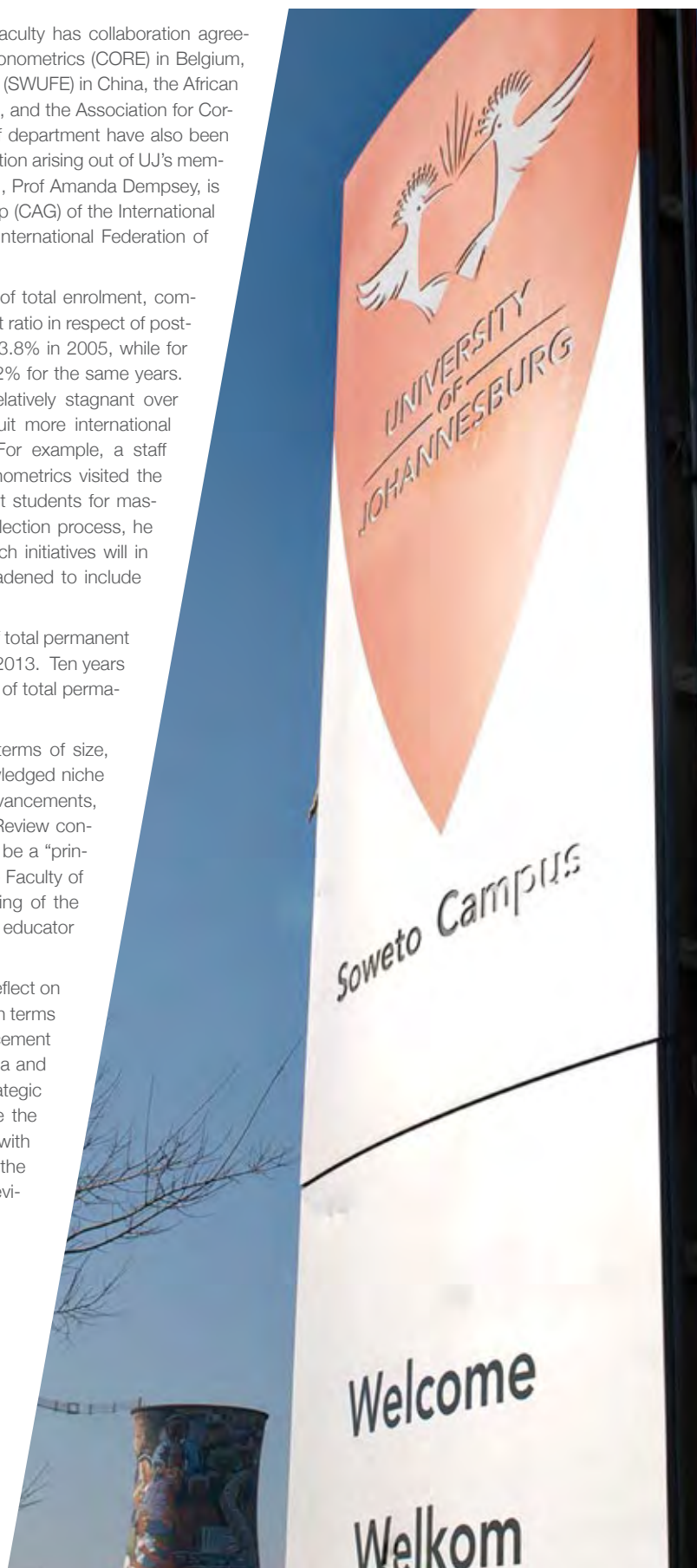
- The Department of Economics and Econometrics maintained its position as one of the Top 6 Departments of Economics in South Africa, according to the Research Papers in Economics (RePec) classification. This status has been further enhanced with the appointment of Prof Luc Bauwens as Visiting Professor in the Department, as he is ranked fourth among scholars in South Africa according to RePec.
- In 2014 there were four National Research Foundation (NRF)-rated researchers in the Faculty, namely, Prof Grietjie Verhoef, Prof Alain Kabundi (who resigned with effect from the beginning of 2014, but was then appointed as a visiting professor), Prof Coenrad Labuschagne and Prof Fiona Tregenna. Prof Tregenna was awarded an NRF B-rating (B3) in 2014, making her one of just a few economists with a B-rating in South Africa.
- There are four core dimensions to the Faculty's international profile, namely, academic programmes, international affiliations, students and staff. With regard to academic programmes, many of the qualifications offered by the Faculty are accredited or recognised by international professional bodies/councils, such as the Chartered Institute of Management Accountants (CIMA), the Financial Planning Institute (FPI) of Southern Africa, the Chartered Financial Analyst (CFA) Institute, the Association of Accounting Technicians (AAT) and the International Economic Development Council (IEDC). Discussions on accreditation with other international bodies, such as the Association of Chartered Certified Accountants (ACCA) and the Chartered Institute for Securities and Investments (CISI) have also commenced. Although SAICA is a national professional body, an international dimension exists by virtue of the reciprocity agreements between SAICA and several foreign professional accounting bodies, which allow South African candidates qualifying as chartered accountants to work in various other countries.



- As far as international affiliations are concerned, the Faculty has collaboration agreements with the Centre for Operations Research and Econometrics (CORE) in Belgium, the South Western University of Finance and Economics (SWUFE) in China, the African Institute for Economic Development and Planning (IDEP), and the Association for Corporate Treasurers in Southern Africa (ACTSA). Heads of department have also been requested to explore possible opportunities for collaboration arising out of UJ's membership of the Universitas 21 (U21). The Executive Dean, Prof Amanda Dempsey, is a committee member of the Consultative Advisory Group (CAG) of the International Accounting Education Standard Board (IAESB) of the International Federation of Accountants (IFAC).
- FEFS enrolment of international students was at 4.2% of total enrolment, compared to 2.3% ten years ago. The international enrolment ratio in respect of postgraduate enrolment in 2014 was 10.5%, compared to 3.8% in 2005, while for undergraduate enrolment it was 3.3%, compared to 2.2% for the same years. The proportion of international enrolment has been relatively stagnant over recent years. Measures are being undertaken to recruit more international students, particularly for postgraduate programmes. For example, a staff member from the Department of Economics and Econometrics visited the Democratic Republic of Congo (DRC) in 2014 to recruit students for master's programmes in 2015, and in order to ease the selection process, he conducted classes and entrance tests in the DRC. Such initiatives will in future be extended to other African countries and broadened to include other departments.
- International academic staff in 2014 accounted for 9% of total permanent and contract staff (15 out of 166), compared to 6.9% in 2013. Ten years ago, in 2005, international staff accounted for just 2.8% of total permanent and contract staff (three out of 109).

Over the past ten years, FEFS has undoubtedly grown in terms of size, scope and stature, and has carved for itself a widely acknowledged niche in the academic space for financial education. Given such advancements, the Peer Review Report, arising from the high-level Faculty Review conducted in August 2014, has now identified what it termed to be a "principal opportunity" for the Faculty: "that UJ could, through the Faculty of Economic and Financial Sciences, by the distinctive clustering of the disciplines that comprise it, be recognised as the Pan-African educator in the financial services and regulation space."

This has provided an excellent opportunity for the Faculty to reflect on its prevailing academic position nationally and internationally, in terms of the pivotal role it could play for critical thought and advancement in the practice of accounting, finance and economics in Africa and beyond, which would bring global recognition. Important strategic discussions have already taken place. The next step will be the development of a well-articulated and coherent strategic plan with realistic actions and timeframes, taking into consideration the prevailing dynamics within the Faculty and building on its previous achievements. This will be undertaken in 2015.



# FACULTY OF EDUCATION



**PROF SARAH GRAVETT**  
EXECUTIVE DEAN: FACULTY OF EDUCATION



**In 2014, the Faculty of Education continued to enhance its reputation as an engaged and dynamic Faculty pursuing excellence in learning and teaching, research, and community engagement.**

Education as a field of study at UJ was ranked in the QS World University rankings as one of the Top 200 education programmes in the world and one of the Top 5 in South Africa. The rankings take into account global academic reputation, reputation among employers, and research output. This achievement shows that employers of our teacher graduates rate the quality of teachers that come out of the UJ stable highly. The ranking also shows a good balance between the Faculty's reputation in the international academic community and high quality research output.

The Faculty Strategic Committee met three times during 2014. This committee serves to broaden leadership beyond the Faculty Executive Committee and it serves as an advisory committee to the Executive Dean, focusing mainly on strategic matters. The focus of the meetings in 2014 was mainly to formulate Faculty strategic priorities for 2014 to 2017, which were anchored in the strategic goal of global excellence and stature. These priorities include broadening the Faculty's international footprint and examining the possibility of offering selected postgraduate programmes online. A specific initiative related to the global excellence and stature drive was the appointment of visiting professors and distinguished visiting professors.

The following visiting professors were appointed in 2014:

- Prof Harm Tilema, University of Leiden;
- Prof Kevin Downing, City University of Hong Kong;
- Prof Jari Lavonen, University of Helsinki;
- Prof Piro Aunio, University of Helsinki;

- Prof Derrick Alridge, University of Virginia;
- Prof Fouad Abd-El-Khalick, University of Illinois;
- Prof A. Coudry, McGill University;
- Prof L. Tikly, University of Bristol.

Two distinguished visiting professors were appointed – Prof Annemarie Fritz-Stratmann (University of Duisberg-Essen) and Prof Elias Mpofu (University of Sydney). In addition, the appointment of Prof Catherine Snow (Harvard University) was approved.

Part of the Faculty's global excellence drive is to bolster its flagship programme in childhood education. Two of the distinguished visiting professors, namely Prof Annemarie Fritz-Stratmann and Prof Catherine Snow, were appointed for this programme. The two visiting professors from the University of Helsinki are also working in childhood education and they are involved in two externally funded projects coordinated by the Centre of Education Practice Research (CEPR). This centre is affiliated to the Department of Childhood Education. In 2014, the Faculty was also able to attract substantial development funding related to childhood education's work with the University's teaching school, the Funda UJabule School.

The Centre for Education Rights and Transformation (CERT), a research centre, is situated in the research village on the Auckland Park Bunting Road Campus (APB). In addition, in

2014 the Faculty continued to offer a degree programme in Foundation Phase Teaching at the Teacher Education Campus, Siyabuswa.

### Soweto Campus (SWC)

Childhood Education was identified as a UJ flagship programme area in 2014. The programme of activities of childhood education is managed by the Department of Childhood Education (DCE) and the CEPR. The Funda UJabule School, which is the first university teaching school to be established in South Africa, is integral to many of the activities of the Department of Childhood Education and the CEPR. It is a public school, but also a research and teaching school. The students in the BEd in Foundation Phase Teaching and Intermediate Phase Teaching participate in classroom activities, learning about the practice of teaching in the school. The school also

serves as a social laboratory that is unique in South Africa.

The CEPR is located within walking distance of the University teaching school, which also serves as one of the main research sites of the Centre. The CEPR has four main areas of work, which include research, journal publication, teacher development and research capacity development. Researchers participate as collaborators, largely from the Department of Childhood Education and also from the Department of Science and Technology Education at UJ. Research projects focus mainly on learning and conceptual development in the childhood years: language and learning in the foundation phase; mathematical cognition and science concept development in the primary school years (Grade 1 – 7); reading of science texts in the middle school years (Grade 4 – 7) and academic language competence in the middle school years. Another research focus is teacher education at teaching schools.

In 2014, the ELI continued its partnership with the Matthew Goniwe School of Leadership and Governance. This saw 130 senior school managers being trained in the Advanced Certificate of Education (ACE) offered by the DELM. The ELI was also contracted to administer a scarce skills programme for 100 educators in Mathematics and Physical Science across Gauteng. UJ staff developed a short learning programme. The DELM serves as the custodian of the Education Leadership Institute (ELI), established in November 2010.



*Prof Sarah Gravett with the kids from UJ's Funda UJabule*

In 2014, the strategic focus of CERT revolved around post-school education. Although many of the research projects emanating from this focus will be retained, CERT will make a strategic shift beyond 2014 to increasingly devote its research activities to schooling. In 2014, CERT had six active research projects, several of which drew international exposure and participation. These projects addressed globalisation and education; industrial change, technology and skills in post-school education; from school to work: secondary education and youth development; the 'German Model' of education and South African education; and Emerging Voices 2 – a project that focuses on issues of poverty, inequality and voice related to youth development; and the Centre for Education Rights and Transformation (CERT).

## **Siyabuswa**

The Bachelor of Education in Foundation Phase teaching at Siyabuswa was in its second year of offering in 2014. This programme is a collaborative initiative of UJ with the Department of Higher Education and Training and the University of Mpumalanga (UMP). The first cohort (2013) consisted of 99 students. This cohort will graduate as UJ students. Subsequent cohorts will be registered with the UMP. The programme will be taken over by UMP in 2017.

A substantive grant from USAID/Elma Foundations was awarded to the Faculty in 2014 to establish the first Centre for African Language Teaching at Siyabuswa. This Centre will be a UJ initiative for three years. Thereafter it will be taken over by the UMP.

## **The Faculty is a leader in the country in research on primary school teacher education**

### **RESEARCH**

The Faculty's research, conducted in the CEPR, the CERT and in academic departments, is aimed ultimately at enriching and transforming the practice of education. Childhood education and teacher education are particular strengths. The Faculty is a leader in the country in research on primary school teacher education with the "teaching school" initiative at the SWC a unique example of practice-based teacher education. The teaching school research is conducted in partnership with the University of Helsinki. The SA Research Chair (National Research Foundation) in Education and Care, awarded to Prof Jace Pillay in 2013, testifies to the status of research on vulnerable children in the school sector. Science education and research in educational support for children and youth who struggle are other strong research areas in the Faculty.

The Faculty's research output has increased notably over the past few years. In 2014, the Faculty produced 85.06 research units, comprising articles in accredited journals, research-based books and conference proceedings. In 2013, 63.63 research units were produced (62.88 in 2012 and 54.75 in 2011).



The numerous externally-funded research projects in 2014 bear further testimony to the vibrant research culture that has developed in the Faculty. Funders included the National Research Foundation (several projects), the Department of Higher Education and Training, the Foundation for Human Rights, the Rosa Luxembourg Foundation, the Education Policy Consortium, the Ford Foundation, the Hewlett Packard Company and the Zenex Foundation.

The Faculty serves the education research community through two research journals. *Education as Change*, published by Taylor & Francis and Unisa Press, is listed in the Social Sciences Citation Index of Thomson Reuters. The *SA Journal of Childhood Education* is edited and produced by the CEPR, with Sun-Media as production house. It was awarded accreditation by the Department of Higher Education and Training at the end of 2013 and will be taken up in the listing of the International Bibliography of the Social Sciences (IBSS) in 2015.

#### Student profile

A TOTAL OF

# 3 877

STUDENTS WERE ENROLLED IN 2014,

of whom 3 089 were undergraduates (79.7%) and 788 were postgraduate students (20.3%), compared to the 2013 enrolment of 2 663 (75.8%) undergraduates and 848 (24.1%) postgraduates. The decline in the postgraduate enrolments was due to the decrease in the honours degree enrolments, from 340 in 2013 to 262 in 2014. To mitigate this, the Faculty decided to explore presenting selected BEd Hons programmes through a blended learning mode of delivery, starting in 2016. It is not possible to do so earlier, as the Faculty is still awaiting accreditation approval from the Council of Higher Education.

First-time entering undergraduate degree enrolments increased to 764 in 2014 compared to 673 in 2013, in accordance with the enrolment plan. Enrolments of first-time entering undergraduate degree students have increased over the last five years from 345 in 2010 to 764 in 2014.

Enrolments in the Initial Teacher Education (ITE) programmes, namely the BEd and the PGCE qualifications, increased over the last five years. In 2014, enrolments in the ITE programmes represented 81% of total enrolments in comparison to 28% in 2010.



*Prof Jace Pillay, empowering young minds*

This increase is due to the ACE programmes that were phased out and the drive of the Faculty to enrol more ITE students. Although there has been a decline of 1 080 in the enrolment numbers since 2010, the full-time equivalent-funded credits in 2014 were very similar to the FTEs in 2010 – 2 727.050 in 2010 compared to 2 725.349 in 2014.

In 2014 the student profile in terms of demographics was: black 78%, white 13%, Indian 5% and coloured 4%, compared to the 2013 student profile of black 75%, white 15%, Indian 5% and coloured 5%.

The academic performance of students was generally satisfactory. The course Faculty success rate increased to 87% in 2014, compared to 85.3% in 2013. A five-year perspective shows that the overall course success rate of the Faculty has increased every year since 2010 – from 78.9% to 87% in 2014.

The course Faculty success rate for the undergraduate degree (BEd) increased from 88.4% in 2013 to 89.9% in 2014. This was mainly due to improved throughput in some of the modules with large student numbers. There was an increase in the first-time entering undergraduate course Faculty success rate from 83.9% in 2013 to 85.6% in 2014. From 2010, the course Faculty success rate has fluctuated, with the lowest being in 2011 (75.5%) and the highest in 2014 (85.6%).

The BEd in Foundation Phase Teaching was offered for the first time on the Siyabuswa Campus in 2013. A total of 99 students enrolled for this programme and a 99% course success rate was achieved in the first year of offering. The 2013 cohort of 99 students continued with their second year of studies in 2014 and also achieved a 99% course success in 2014.

### **Enriching the student experience through international experience**

The Memorandum of Understanding between UJ and Georgia State University (GSU) in Atlanta, USA, affords fourth-year BEd and PGCE students the opportunity to observe learning and teaching in schools as part of the school experience component of the programme. Twenty-five students and two staff members spent two weeks in Atlanta in 2014. In addition to the school visits, they were exposed to an extensive academic programme, which included lectures, presentations and demonstrations.

Similarly, 13 BEd students spent two weeks in Istanbul, Turkey, as part of the school experience component of the programme, hosted by Beylikdüzü Fatih University.

### **DEVELOPMENT OF NEW ACADEMIC PROGRAMMES**

Two new programmes were developed and approved by the Senate in 2014, namely the Bachelor of Education Honours in Education Leadership and Management and the Postgraduate Diploma in Education Leadership and Management. These programmes were submitted to the Department of Higher Education and Training for programme qualification mix (PQM) clearance.

The following postgraduate programmes were submitted to the Council on Higher Education for accreditation in 2014:

- Bachelor of Honours in Childhood Education;
- Bachelor of Honours in Curriculum Education;
- Bachelor of Honours in Language Literacies and Literature;
- Postgraduate Diploma in Inclusive Education;
- Advanced Diploma in Mathematics Education;
- Advanced Diploma in Science Education;
- Advanced Diploma in Technology Education;
- Advanced Diploma in Computer Applications Technology Education;
- Bachelor of Honours in Educational Psychology.





## UJ associated schools

The Faculty is the guardian of the UJ Metropolitan Academy (UJMA). The school once again obtained excellent matric results – a 100% pass rate and 94.4% bachelor's degree and 5.6% diploma endorsement, which means that all learners qualified to study at tertiary level. A total of 126 distinctions were obtained.

The Faculty is involved in several ways at UJMA. Students do work-integrated and service learning at the school and the Faculty piloted the “teaching school” concept in a few subjects in 2014. In addition, the Faculty was involved in the offering of Life Sciences in the Further Education and Training (FET) band at UJMA. Learners were taught by final-year pre-service (BEd and PGCE) student teachers. The Japanese lesson study model formed the basis of this, implying that students worked in teams to continuously refine their lessons and teaching skills. Three Faculty staff members were involved as mentors.

Postgraduate students in Educational Psychology assisted the school with the selection of learners for Grade 8 who have the potential to excel in mathematics and science. The students also assisted with the career assessment of Grade 11 learners in the school.

The Funda UJabule School on the Soweto Campus is not only a teaching school, but it also serves the surrounding community in terms of childhood education.

## SPECIAL ACHIEVEMENTS OF STAFF AND STUDENTS

- Dr Lara Ragpot received the Vice-Chancellor's Distinguished Teaching Award.
- Prof Coert Loock was appointed by the Minister of Basic Education, Ms Angie Motshekga, to serve on the Umalusi Council until 2018. He was also appointed as Chair of the Assessment Committee of Umalusi.
- Prof Umesh Ramnarain's paper delivered at the International Science Education Conference in Singapore won the Springer Best Paper Award.
- At the 2014 National Teaching Awards of the Department of Basic Education, a Faculty student and an alumnus were honoured, namely Andonis Antoniou and Kira Watson. Andonis (Tony) Antoniou received the first prize in the Excellence in Secondary School Teaching Award. Mr Antoniou is registered for a PhD in Science Education in the Faculty. Ms Watson was a student of the Faculty in 2010, and she won the third prize in the Excellence in Teaching Science Award.



2014 Top Achievers from the UJ Metropolitan Academy (UJMA)

# FACULTY OF ENGINEERING AND THE BUILT ENVIRONMENT (FEBE)



**PROF SAURABH SINHA**  
EXECUTIVE DEAN: FACULTY OF ENGINEERING  
AND THE BUILT ENVIRONMENT

## BUILDING A BRIGHT FUTURE

The Faculty of Engineering and the Built Environment (FEBE) is structured into five schools. The fifth school, namely the Postgraduate School of Engineering Management, was formally approved by the September 2014 UJ Senate meeting. Through the various schools, 13 academic departments, five research centres and two technology stations were supported.

For part of 2014, the Metal Casting Technology Station (MCTS) and Process, Energy and Environmental Technology Station (PEETS) reported to the Faculty. Both technology stations were funded by the Technology Innovation Agency (TIA). As of July 2014, resulting from a UJ Management Executive Committee (MEC) decision, the line of reporting for technology stations changed to the UJ Research and Innovation Division. Collaboration between technology stations and associated academic departments continued as in former years.

### STRATEGIC FOCUS AND TARGETS

#### Excellence in research and innovation

With the goal of developing the stature of research and innovation, active strategies to support PDRFs and emerging researchers were implemented in 2014. The growth in research outputs, relative to 2013, is in the region of 30%. For the first time, the Faculty exceeded over 200 research output units. A renewed focus on publications in journals listed by the Thomson Reuters Web of Knowledge (formerly ISI) and International Bibliography of the Social Sciences (IBSS) was brought into place – this approach saw an increase in the number of research units published in journals (from 42 units in 2013 to 55 units in 2014). The Beall's list (list of predatory journals) was adopted by the Faculty Board as a list to avoid – these journals place publication quality at risk. The Faculty's presence on UJ Digispace (online repository) was tripled to over 400 outputs, in order to further enhance research visibility. Benchmarking using SciVal (Elsevier database) was also implemented.

#### Excellence in learning and teaching

In addition to the aforementioned accreditation milestones, the Faculty reviewed modules with lower success rates. A number of tutors and senior tutors were added to the Faculty's teaching complement, providing additional support to undergraduate students. In order to improve postgraduate progress, online progress monitoring was implemented. Over 400 postgraduate student and supervisor reports were received, and common denominators in success were identified. Supportive interventions were proposed through Heads of School. To manage extreme cases of postgraduate student underperformance, a re-admission appeals process (similar to that in the undergraduate programmes) was implemented.



Two Dean's honours events were conducted in recognition of top-performing undergraduate students, and a number of academic departments continued the approach of holding prestige events to recognise student performance. Several workshops were conducted towards enhancing a reflective approach to teaching, with evidence being captured by way of teaching portfolios. With the goal of developing the new BEngTech and its alignment to Conceiving–Designing–Implementing–Operating (CDIO), the Faculty participated in at least one international conference. UJ, along with University of Pretoria, is the only institution that is formally part of the CDIO African network.



*UJ hosted the opening of Africa Engineering Week 2014 at the DFC campus*

### International profile for GES

The Faculty is home to some 53 (of an institutional total of 231) foreign staff – in this regard, the Faculty has taken the lead among all faculties in the University. The Faculty registered 634 international students – reflecting an increase from the 591 students registered in 2013. Of a total of 713 registered postgraduate students, at least 164 postgraduate students were from the international community. The increase in postgraduate students reflects the carry-forward of the institutional brand to the international community; at the same time, however, a relationship exists between the percentage of international staff and international postgraduate students – both at 23%.

### Student-friendly living and learning environment

The Faculty implemented a number of institutional imperatives, such as the promotion of e-books in 2014. A unique relationship was fostered with the Gauteng Department of Infrastructure Development and the Engineering Council of South Africa, with a tripartite agreement being set up to support students. The relationship takes forward the approach of “Thuthuka” (a bursary programme well established in the accounting disciplines) where students are clustered in a

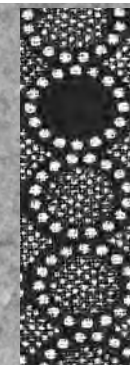
residential setup, supported by a postgraduate residential mentor and technical tutors. The agreement was formulated and signed in 2014 for implementation in 2015.

### National and global reputation management

The Faculty hosted international and national technical conferences, which brought forward a number of international speakers; events were frequently registered for continuing professional development (CPD) credits. The Executive Dean presented several international talks and was re-elected as Vice-President of IEEE (portfolio: Educational Activities). The relationship of the Faculty with national learned societies continued, with a number of academics serving on the councils or boards, for instance, of the South African Institute of Electrical Engineers (SAIEE) and the South African Institute of Civil Engineers (SAICE). The Faculty also participated in a university-wide effort towards developing UJ as a Pan-African Epicentre for Critical Engagement.

### Fitness for GES

The Faculty gradually moved towards increasing its capacity to deliver academic programmes and opting for electronic mechanisms towards improving efficiency



*UJ FEBE team underground*

and effectiveness in managing overheads. A number of online mechanisms, such as to manage student exclusions, were brought into place. An online repository was also instituted, ensuring that the Faculty's memory is increasingly cloud-based and in this way allowing for transition, when applicable, in leadership.

### Student profile in subsidised academic programmes

- Commensurate to the national demand for programmes from the Faculty, the Faculty comfortably met its overall enrolment profile, supporting 8 676 under- and postgraduate students. The number of first-time entering undergraduate students increased from 1 258 to 1 642 students, including students on extended programmes.
- In 2014, the number of students with an admission point score of 35 or above increased from 40.7% (2013) to 45.8% (2014). Approximately 95% of the enrolment profile reflected designated students (black, coloured, Chinese or Indian).
- Over the past four years, the ratio of academic staff to student headcount has improved from 1:77 to 1:55 (2014). Compared to international norms, however, the ratio remains high.

## Student success and experience



- In 2014, the usage of the new Perskor Building at Doornfontein substantially enhanced the learning and teaching experience, in terms of both centralised as well as Faculty-specific infrastructure. External funding, including from Sibanye Gold, served to support the new building.

Approximately 8% of the headcount reflects students at the postgraduate level. The Faculty maintained a figure of around 470 international or regional undergraduate students and registered 164 international postgraduate students. In terms of full-time equivalents (FTEs), this represents 3 777.502 enrolled students, 3 001.578 passes and 12 608.273 teaching input units (TIUs) – an increase from 12 038.589 in 2013.

- The overall degree credit success rate improved for diplomas from 81.2% to 83%, whereas the figure dropped somewhat from 83.7% to 82.6% for degree programmes. Students completing academic programmes in 2013 graduated in 2014, taking the number of graduates upwards: primary degrees and diplomas awarded increased from 1 527 (in 2012) to 1 785 (in 2013), and senior degrees awarded from 58 (in 2012) to 83 (in 2013).

An alumni survey was conducted to determine the placement of graduates. Of 124 respondents, the survey reflected that some 32% were in early-career stage, 50% in professional stage, 7% at executive level and 7% in the category “other” (from retired-to-unemployed). Approximately 79% of respondents were from designated groups. A large number of respondents were interested in pursuing continuing education, postgraduate studies and professional registration workshops.

In order to complement the student experience, a Bloodhound Supersonic (SSC) public lecture was presented by Richard Noble.

## RESEARCH FOOTPRINT AND IMPACT

The usage of an Online Research Output Submission System (OROSS) was implemented. The approach enables for transfer of publications to the UJ Digispace, thereby making research outputs available for the broader public. Over 400 outputs from the Faculty were availed in this way. At time of developing this report, over 200 research units (unaudited) had been reported. Around 70% of the research outputs relate to participation in peer-reviewed international conferences – once again reflecting and enhancing the international stature of the Faculty.

Some 13 NRF-rated scientists are affiliated to the Faculty. Applicants Profs Ekolu and Twala received their NRF rating in late 2014. Prof Esther Akinlabi and Dr Tiaan Oosthuizen were elected as members of the South African Young Academy of Science (SAYAS).

## INTERNATIONALISATION

A prominent outbound programme continues to flourish through the Department of Civil Engineering Science, where the Civil Engineering Student Society (as of 2014, a formal SAICE chapter), takes over 30 third-year undergraduate students on an international tour among the BRICS – the 2014 tour was to Russia. The tour encompasses both academia and industry, with particular emphasis on multi-national firms.

As aforementioned, regional cooperation via IDEP and AMA are also key to the Faculty's approach towards contributing to policy matters.

In partnership with the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Faculty hosted the 2014 Africa Engineering Week. The event was sponsored and supported by the Department of Science and Technology. The event received over 2 000 delegates over the week and was inaugurated by Honourable Minister Naledi Pandor.

Prof Sinha was invited (and fully funded by the inviting parties) to participate in a number of international visits – the Singapore Economic Development Board, the China Association for Science and Technology, the China Engineering Education Accreditation Association (CEEAA), etc.

A “Green Challenge” competition initiative was proposed together with the City of Johannesburg (CoJ). An agreement of R5 million was signed off between UJ and the CoJ. The agreement was lodged through the Division: Financial Governance and Revenue; the Faculty, however, actively participates via the steering committee in the Challenge.

A “UJ Solar Car Challenge” was completed in October 2014. The initiative was led by the UJ Energy Movement under the leadership of Nickey Janse van Rensburg, DMES. The UJ Solar Car is named the “llanga,” and is not only a vehicle impacting from an increased efficiency of solar cells, but also one that engaged several thousand pre-university students in its journey between Pretoria and Cape Town, September/October 2014. The UJ Solar Car received the



2014 Technology and Innovation Award for the 2014 Sasol Solar Challenge.

The Faculty participated in numerous career expos to encourage recruitment of pre-university students.

The outreach wing of the Faculty, the TechnoLab, conducted a number of school visits, engaging school groups through events such as a CO2 Dragster challenge. The Faculty's social media impact was substantially enhanced with over 1 500 reaches.

The Faculty is taking forward the 2025 UJ GES Strategic Goal through a number of unique, yet modernised, approaches. The Faculty recognises a number of avenues for further reflection, such as ranking instruments that would enable enhanced academic reputation, the employability of its students, and research visibility. In the latter regard, the Faculty is striving towards a balance between quantity and quality of outputs, in that quality is crucial to further developing the Faculty's research impact and influence. Finally, the Faculty is complementing its focus on the GES goal by also implementing aspects of the National Development Plan.



UJ FEBE Gwakani Project team members



Left and above: Technology and innovation





*Prof Andre Swart addressing the students at the Health Sciences first year Welcome*

# FACULTY OF HEALTH SCIENCES



**PROF ANDRE SWART**  
EXECUTIVE DEAN: FACULTY OF  
HEALTH SCIENCES

The Faculty of Health Sciences focused broadly on the University's six strategic objectives during 2014, in line with UJ's overarching vision of being "An international university of choice, anchored in Africa, dynamically shaping the future".

The Faculty has made strides in upholding excellence in research and innovation with respect to attracting outstanding students, engaging with outstanding academics, including eminent visiting professors, and accessing external funding.

Research initiatives were encouraged, and the mooted of an Olympic Centre within the Faculty and based within the Department of Sport and Movement Studies, became a reality. A memorandum of agreement (MOA) was signed between UJ and the Sport University of Cologne, Germany. Colleagues from Cologne will act as consultants during the process of establishing the UJ Olympic Studies Centre.

In 2014, the Laser Research Centre (LRC) achieved its target for research excellence and innovation. It hosted 15 postgraduate students (of whom five were international students from Africa) and two international post-doctoral fellows.

Techniques developed by the Water and

Health Research Centre (WHRC) have been used to secure additional funding and the WHRC is in the process of investigating the commercialisation of some of the projects. The first of these is the CleanSip water bottle for which an international patent application was submitted.

The 2014 research target set for the Faculty was 55 accredited units. The Faculty submitted 57 units for auditing purposes, with 48 units related to journal articles and the remaining units being a combination of books, chapters and conference proceedings. This has been a significant increase over the final audited figures of 39.7 units for 2013. Faculty members contributed to conferences and many were invited speakers or plenary session speakers at a number of international and national congresses.

External funding for research was obtained from the NRF, the African Laser Centre, the WRC, Johannesburg Water, Regal Pharmaceuticals and the International Olympic Committee. The external funding of the Laser and Water and Health Research Centres totalled R790 000 and R474 594 respectively, with a further R903 291 committed to the Water and Health Research Centre for 2015. The Sport and Movement Studies, Homoeopathy





and Nursing departments obtained R250 000, R40 000 and R64 320 in external funding, respectively. The Faculty's total external funding was R1 633 914 for 2014. If internal funding from the URC is taken into account, the funding for research for 2014 was R3 118 414, which is similar to the funding attracted in 2013.

During 2014, the Department of Sport and Movement Studies appointed a research fellow; the WHRC appointed two visiting professors; and the Department of Emergency Medical Care (EMC) appointed two research fellows, both of whom are emergency medicine specialists. The nine NRF-rated researchers in the A, B, C and Y categories continued to significantly contribute to the research thrust of the Faculty and the University. Two visiting professors to the Faculty also hold an NRF rating.

**Excellence in learning and teaching** encompasses, but is not restricted to, the enrolment of outstanding students from diverse backgrounds, maintaining success rates and standards, curricula that are current and quality reviewed, students who are prepared for the world of work, and staff who are well-qualified and valued and are encouraged to be lifelong learners. The Faculty believes it has achieved success in these areas and the following is an indication of what has been achieved.

In 2014, a complement of 104 full-time academics (inclusive of fixed-term contract appointments) and three researchers, supported by 47 support staff, including clinic staff, clinical training grant appointments and laboratory technicians, provided a service to 3 703 students and 25 occasional learners.

Three assistant lecturers were appointed on a three-year, fixed-term contract to Radiography (1) and Optometry (2) in a bid to develop capacity within these flagship departments.

The enrolment target set for the Faculty was reached with a slight over-enrolment. The undergraduate enrolment was 2 611 (2 607 in 2013), with postgraduates totalling 1 087 compared to 1 026 during 2013. The Faculty's registrations for master's qualifications decreased to 245 from 255 in 2013, while the number of doctorate registrations went up from 55 in 2013 to 58 in 2014, resulting in a slight decrease of seven enrolments in these domains compared to 2013.



*Dean's iPad hand-over*

The gender distribution for 2014 enrolments was 63.2% female undergraduates and 35.7% postgraduate female students, compared to 61.5% and 36.6% respectively for 2013, indicating a slight rise in male postgraduate enrolments. The total designated (excluding white females) enrolment was 76.49%, compared to 75.1% in 2013, which translates to 66.43% black (65.2% in 2013); 3.86% coloured (3.3% in 2013) and 6% Indian (6.6% in 2013). The enrolment of international students declined from 126 to 109 in 2014. Student numbers funded through NFSAS increased from 361 in 2013 to 368 in 2014.

The Faculty has maintained an overall success rate of above 85%, achieving 87.9% compared to 86.4% in 2013. The undergraduate success rate went from 88.1% in 2013 to 89% in 2014, with the postgraduate success rate also increasing from 82% in 2013 to 85.2% in 2014. The interventions of appointing tutors to assist lecturers with at-risk modules, identifying students at risk early on in the year and referring students to academic support programmes have enabled the Faculty to maintain success rates. Conversational isiZulu was introduced as a pilot project for the Departments of Nursing and Radiography during 2014. This will be extended to the Departments of Emergency Medical Care and Podiatry in 2015.

The Faculty notes, however, that the number of graduates has declined from 974 in 2013 to 882 in 2014. This can in part be attributed to the dropout rate from first to second year, but is also

attributed to the phasing out of some of the post basic nursing qualifications due to regulatory changes, resulting in the number of postgraduates below master's level declining from 247 in 2013 to 221 in 2014. On a positive note, three more doctoral candidates graduated in 2014 compared to 2013.

Quality assurance remains a key priority within the Faculty. The Faculty's quality plan, as approved by the Faculty Board and the programme review schedule for the period 2012 to 2015, continues. The Health Professions Council of South Africa (HPCSA) undertook an audit of the Biomedical Technology and Environmental Health programmes in 2014. In line with the re-circulation of programmes by the Professional Boards of the HPCSA, a Master's in Emergency Medical Care and a PhD in Emergency Medical Care were submitted to the Council for Higher Education (CHE) for consideration. Final approval is pending. A Master's in Public Health was approved by the CHE and is to be offered in 2017.

## QUALITY ASSURANCE REMAINS A KEY PRIORITY WITHIN THE FACULTY. THE FACULTY'S QUALITY PLAN, AS APPROVED BY THE FACULTY BOARD AND THE PROGRAMME REVIEW SCHEDULE FOR THE PERIOD 2012 TO 2015, CONTINUES.

The Department of Chiropractic is accredited internationally with the European Council on Chiropractic Education and as such UJ students have international reciprocity.


Students are afforded a wide range of opportunities to participate in work-integrated learning within the Faculty's Health Training Centre (HTC). A total of 21 782 patients (consultations and treatments) were seen in HTC clinics and satellite clinics in 2014, compared to 25 977 during 2013 – a decrease of 15.95%. The decrease is as a result of the consolidation of Optometry clinics on the Doornfontein Campus. Over and above the above-mentioned figures, students screened many patients at various locations, totalling 2 382, compared to 2 223 in 2013.

The limited opportunity for Optometry students in public healthcare facilities and hospitals remains a concern, however; an MOA was negotiated very late in 2014 with the Gauteng Department of Health and students will have access to related facilities in 2015.

Regarding staff qualifications, 91.75% (80% in 2013) of staff have at least a master's qualification. This includes one fixed-term contract appointee but excludes clinical training grant, contract and assistant lecturer appointees, with 24% of staff holding a doctoral qualification compared to 25% in 2013. Thirty-one staff members are currently registered for a doctorate degree. Ten staff members, who are on contract, clinical grant appointments or employed as assistant lecturers, are registered for a master's degree.

The Short Learning Programme Office registered 634 students for short learning programmes (SLPs) in 2014. The SLP Office, as an HPCSA-affiliated service provider and accreditor, saw a significant increase in the number of continuous professional development (CPD) activities for accreditation from various service providers in South Africa. This offers alumni, health practitioners and staff the opportunity to update knowledge and develop an ethos of lifelong learning.

To enhance the Faculty's **international profile for global excellence and stature**, the Faculty has embarked on various strategies.

A series of yellow rectangular blocks of varying heights and widths, arranged in a stepped, descending pattern from the top right towards the center of the page.

Representatives from the Departments of Emergency Medical Care, Radiography, Nursing and Optometry attended the Universitas 21 (U21) Health Sciences Conference in China at which the Executive Dean delivered a keynote address. This visit resulted in UJ hosting an international delegate, who will conduct a simulation-based learning workshop at UJ in April 2015. The Homoeopathy Department is currently negotiating with Fudan and Shanghai Jiao Tong Universities with a view to collaborating on research and lecturer exchanges, as is the Department of Radiography with the University College Dublin.

The Head of Chiropractic was invited to the University of Zurich, Department of Chiropractic, to discuss their curriculum model and the potential for staff and student exchange programmes. The Department of Radiography successfully hosted a staff member from Canterbury Christ Church University (CCCU) in October 2014. As part of this initiative, a virtual student exchange was successfully hosted between CCCU and UJ students and will continue into 2015. An MOU is currently being negotiated between UJ and CCCU. The Department of EMC hosted a delegation from the United Kingdom and Finland.

As in 2012 and 2013, 16 pre-medicine students from the Appalachian State University (ASU) in the USA spent five weeks in the Faculty. They observed patients in clinics as a preparatory course before entering medicine studies in the USA. In a reciprocal agreement, 11 students from the Faculty will visit ASU. The main thrust of the visit will be to share health policies and experiences, with the focus on leadership development in health. The Department of Radiography hosted two inbound students from Lund University, Sweden, which is a U21 partner institution.

In addition to the more than 12 MOUs/MOAs currently in place, the Department of Sport and Movement Studies and UJ have entered into an MOA with the Sport University of Cologne, Olympic Studies Centre. The Department of Radiography and the Laser Research Centre are currently negotiating with Canterbury Christ Church University and Sao Paulo University, respectively. Our network in Africa remains on track with the already established collaborative ventures continuing.



# FACULTY OF HUMANITIES

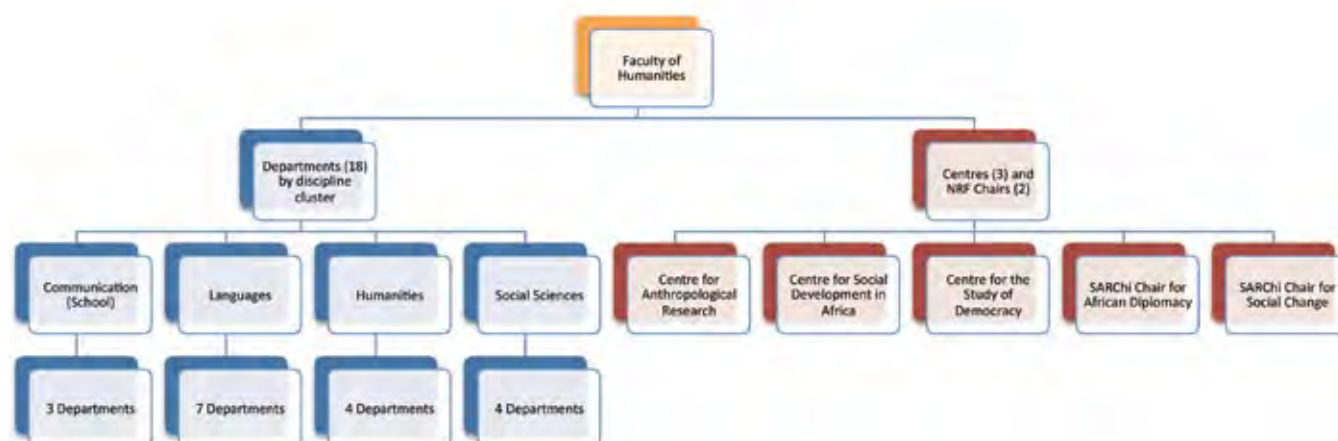


**PROF RONEL JOHL**  
EXECUTIVE DEAN (ACTING):  
FACULTY OF HUMANITIES  
(Held position until 31 July 2014)



**PROF LIONEL POSTHUMUS**  
EXECUTIVE DEAN (ACTING):  
FACULTY OF HUMANITIES  
(Held position until 30 April 2015)

The Faculty of Humanities has 18 departments in four clusters, three centres and two NRF Chairs.



Notes:

- (i) The Faculty is considering establishing centres around the SARCHI Chairs to consolidate their position and facilitate external interfacing.
- (ii) The Faculty is considering splitting Anthropology and Development Studies.
- (iii) The Faculty is considering merging Linguistics and Applied Communicative Skills.
- (iv) The Faculty is reviewing the status of several smaller departments.

## Student success and experience

### *Undergraduate success rate*

The 2014 success rate at undergraduate level continues to improve. This growing undergraduate success rate can be ascribed to the various initiatives and interventions undertaken by UJ and the Faculty, the various teaching-related committees such as the Humanities Teaching and Learning Committee and the First-Year Teaching Committee, and the relentless efforts by our dedicated lecturers and tutors. The success rates in the Faculty have improved steadily over the five-year period 2010 to 2014. The undergraduate success rate has improved by 6.6% over the last five years.



## Success rates

Post-/ Undergraduate	Qualification Type	2010	2011	2012	2013	2014
UG	Degrees	79.8%	78.8%	83.6%	82.9%	84.2%
	Diplomas and Certificates	82.2%	83.3%	82.4%	86.9%	89.4%
UG Total		80.2%	79.4%	83.4%	83.5%	86.8%
PG	Honours	64.4%	75.3%	77.9%	78.2%	48.2%
	Master's	20.7%	20.9%	18.6%	15.9%	10.7%
	Doctoral	9.8%	10.6%	13.4%	8.3%	10.2%

### Postgraduate success rate

The postgraduate success rate has fallen for a second year running. It was trending upwards to 2012. In 2014 it dropped below 2010 levels.

### Total Humanities graduates

	2010	2011	2012	2013	2014
Diplomas and Certificates	75	86	80	73	100
Degrees	794	811	956	921	835
Honours	204	247	239	243	161
Master's	53	56	49	33	30
Doctorates	10	11	16	10	13
<b>Grand Total</b>	<b>1 136</b>	<b>1 211</b>	<b>1 340</b>	<b>1 280</b>	<b>1 112</b>

## Teaching excellence

In 2014, Dr Catherine Botha from the Department of Philosophy became the fifth staff member in the Faculty of Humanities to be awarded a Vice-Chancellor's Award for Teaching Excellence since the inception of the award in 2009. Previous award recipients were Prof Carina van Rooyen of the Department of Anthropology and Development Studies, Prof Hennie Lotter of the Department of Philosophy, Prof Nathalie Hyde-Clark of the Department of Communication Studies and Prof Thea de Wet of the Department of Anthropology and Development Studies. The Faculty has also introduced three teaching prizes, namely a prize for the best first-year lecturer, a prize for the best undergraduate lecturer (excluding the first year) and a prize for the best honours lecturer. The winners of these prizes were Dr Maria Frahm-Arp, Dr Edith Phaswana and Dr Zosa Gruber respectively.



Watch: Dr Maria Frahm-Arp, Dr Edith Phaswana on teaching excellence on YouTube



Head of Department: Philosophy, Prof Theo Metz and Teaching Excellence award recipient Dr Zosa Gruber at the 2014 Humanities Teaching Excellence Awards.

## RESEARCH FOOTPRINT AND IMPACT

### Research outputs 2014

#### Research article outputs submitted to DHET over the last five years

	SA	International	Total
2014	46.99	102.98	149.97
2013	61.66	88.66	150.32
2012	76.75	106.65	183.40
2011	70.88	72.43	143.31
2010	71.62	63.12	134.74

#### Breakdown of research output submissions to DHET per type 2010 to 2014

	Articles	Books	Chapters	Proceedings	Total Units
2014	149.97	11	13.17	0.43	174.57
2013	150.23	7.62	17.46	2.20	177.53
2012	183.40	6.15	17.40	2.25	209.20
2011	143.31	4.42	10.93	1.25	159.91
2010	134.74	14.86	6.83	2	158.43

### Postdoctoral research fellows (PDRFs)

The Postdoctoral Research Fellowship Programme is critical for a steady increase in research output, and for contributing to the intellectual profile and activities in the Faculty. In 2014, the Faculty had 35 PDRFs, hosted in Sociology, Politics and International Relations, Greek and Latin Studies, English, Anthropology and Development Studies, Greek and Latin, Philosophy, Religion Studies, the Centre for Social Development in Africa, the Centre for Anthropological Research, and the two NRF Chairs.

### Rated researchers

The Faculty had 20 NRF-rated researchers in 2014 and made five successful applications which commence in 2015.

#### NRF ratings in the Faculty of Humanities

##### EXISTING RATINGS IN 2014

A = 1    B = 5    C = 11    P = 1    Y = 2

Total = 20

##### SUCCESSFUL NEW APPLICANTS

A = 0    B = 2    C = 3    P = 0    Y = 0

Total = 5

##### TOTAL AT START 2015

A = 1    B = 7    C = 14    P = 1    Y = 2

Total = 25

# Research Centres

## Centre for Social Development in Africa (CSDA)

The CSDA is consolidating its research footprint locally and internationally as a leading research centre in the field of social development. The Centre was launched in 2004 with the aim of contributing to improvements in service delivery, policy debate and the expansion of cutting-edge disciplinary and interdisciplinary research. As it celebrates its ten-year anniversary in 2014, the Centre's diverse research foci contribute to knowledge, strategic thinking, debate, dialogue and critical policy perspectives in government, civil society and in corporate social investment. It has a stellar track record of accredited research output and has a solid pipeline of accepted accredited journal articles. Increasingly, the Centre is involved in the Global South and North international staff and student exchange and is a collaborating partner in socially relevant research.

## Centre for Anthropological Research (CfAR)

A number of researchers received funding from the NRF. Prof Thea de Wet received funding to conduct research on Changing climate, heat and local knowledge to be conducted from 2014 to 2016. This multidisciplinary, multi-institutional project (UJ, the CSIR and the MRC) will combine science and local knowledge to develop and find innovative and integrative health solutions for three communities near Rustenburg who will have to adapt to an increase in temperature of their natural environment due to changing weather and climate.

## Centre for the Study of Democracy

The Centre for the Study of Democracy is a joint initiative of the University of Johannesburg and Rhodes University and undertakes research on various aspects of democracy under the Directorship of Prof Steven Friedman. The Centre focuses on understanding democracy and the specific forms it takes within South Africa and on the African continent. To this end, this centre has developed a substantial research programme.

## South African Research Chair in Social Change

This NRF-funded research Chair is held by Professor Peter Alexander. This NRF Chair was renewed in 2014 for another five-year term. Apart from the Chair grant, the Chair raises additional funds from the Rosa Luxemburg Foundation, the Ford Foundation, Atlantic Philanthropies and the mining industry for its research endeavours. The Chair focuses on social change under the banner, "Rebellion of the poor" and has undertaken international comparative research in this field, particularly through its PDRFs.

## South African Research Chair in African Diplomacy and Foreign Policy

The SARCHI Chair in African Diplomacy and Foreign Policy is the incubator of a research programme that places two concurrent challenges at the centre of its work. These are: the national challenge of honing and refining South Africa's national interests within its 'African Agenda' and the continental challenge of researching Africa's inter-state and international relations with a view to enhancing African agency on the world stage.

Research conducted focuses on four broad areas: Africa's evolving peace and security architecture; the operationalisation of the New Partnership for Africa's Development (NEPAD) and the African Peer Review Mechanism (APRM); the role of Africa's Regional Economic Communities (RECs); and, finally, Africa's strategic partnerships in the Global North and the Global South. In addition to graduate students, the Chair hosts a number of postdoctoral fellows whose work contributes to the vision of the Chair, focusing on diverse areas, including the dynamics of conflict in Kenya, the political economy of southern Africa, and aspects of African diplomacy. The SARCHI Chair also collaborates with a number of prominent South African research institutes, inter alia the Institute for Global Dialogue (IGD).



## Faculty seminars and events

In 2014, the Faculty held five Humanities public lectures, and speakers included Dr Fernand de Varennes, Thomas Moschopoulos and Dr Oliver Mtukudzi. The Faculty was furthermore involved in the launch of the Hugh Masekela Lecture Series at Soweto Campus. The Faculty hosts numerous public academic lectures and seminars, including the prestigious Helen Joseph memorial lecture. The keynote address at the 2014 lecture entitled, Past, present and future of the ANC Woman's League, and the implication for gender equality was delivered by Prof Shireen Hassim from the University of the Witwatersrand.

The Departments of Sociology and Anthropology and Development Studies host a weekly seminar series, which frequently includes prominent South African and international speakers.

The Afrikaans Department hosted the annual N.P. van Wyk Louw Memorial Lecture, presented in 2014 by Prof Ena Jansen from Amsterdam.



*Dr Oliver Mtukudzi at the Inaugural Hugh Masekela Annual Lecture*



*From left: Director of the CSDA at UJ, Prof Leila Patel, Prof Shireen Hassim (Politics department) and the VC and Principal of UJ, Prof Ihron Rensburg at the annual Helen Joseph Memorial Lecture.*



Watch all the public lectures on YouTube: University of Johannesburg Strategic Communication



*Outstanding students from the Faculty of Humanities*

## Humanities prize giving

Annually, the Faculty honours its top achievers at a Humanities prize giving event. All those who have graduated cum laude within BA, BA Honours and MA programmes, as well as all doctoral graduates, are recipients of a Faculty prize and certificate. The event aims to recognise students for their outstanding academic achievements. At the 2014 event, there were 108 recipients, who included 11 PhD graduates.

## Dean's List

The Dean's List, hosted late in the second semester, identifies those from second-, third- and honours study level who could be potential postgraduate students for the future. Information on further study, programmes and bursaries is provided, with speeches from prominent lecturers and professors from within the Faculty. The 2014 Dean's List represented students from all qualifications, with averages exceeding 90%; in total there were 35 second years, 102 third years and 65 honours students.



## Creative writing prizes

The UJ Prize for Creative Writing in Afrikaans for 2014 was awarded to Marlene van Niekerk for her anthology *Kaar*, and the UJ Debut Prize went to Dominique Botha for *Valsrivier*.

The UJ South African Writing in English award winners for 2014 were Dominique Botha, for *False River* (Debut Prize), and Lauren Beukes, for *The Shining Girls* (Main Prize).

## International students

In 2014 there were 288 international students registered with the Faculty of Humanities, an increase on the 267 students in 2013.

### NUMBER OF INTERNATIONAL STUDENTS

2010 = 247

2011 = 260

2012 = 273

2013 = 267

2014 = 288



Izindaba zokudla Farmer's school

## Community engagement

Community engagement is an integral part of most departments within Humanities, with staff being involved in 16 community engagement projects. These projects fall within the three pillars of community engagement at UJ, namely service learning, community-based research and organised outreach.

2014 also saw the beginning of exciting new CE projects, including Babies Behind Bars, a service learning project where third-year Corporate and Marketing Communication students developed a media strategy for an NPO. Babies Behind Bars is a non-profit organisation focused on the well-being of babies born and raised in prison in South Africa and Namibia. Another exciting project is a community-based research project in the Department of Social Work investigating gender-based violence in schools. *Matla a bana* (working on the issue of child abuse) and *Izindaba zokudla* (growing small-scale vegetable gardens and forming cooperatives to sell the produce) are two examples of successful community projects.

The strengths of the Faculty remain its strong academic focus, and the diversity and breadth of its academic activities. However, the Faculty has seen slowing performance in several important areas, including some closely related to its traditional strengths (e.g. research output).

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# FACULTY OF LAW



**PROF PATRICK O'BRIEN**  
EXECUTIVE DEAN: FACULTY OF LAW

## Student profile

In 2014, 1 707 students were registered for the Faculty's undergraduate and postgraduate programmes. The Faculty achieved 98% of its undergraduate enrolment target and exceeded its postgraduate enrolment target. For several years now, the majority of students in the Faculty have been female, and the percentage of female students in 2014 increased marginally to 59.3%.

74.8% of first-time entering law students who registered in 2014 had an APS of 35 or higher (calculated according to the UJ formula, for which the score in Life Orientation is halved). 51.7% of the first-time entering law students were from high-performing South African schools (Quintile 5), while 21.5% of them were from schools finding themselves in the lowest two quintiles (Quintiles 1 and 2).

Teaching in the Faculty is split between teaching traditional law modules to law students and teaching service modules offered to non-law students registered for diploma and degree programmes in other faculties. During 2014, the module registration in the traditional undergraduate law modules was 8 438 and 7 679 in the undergraduate service modules. In addition, the module registrations in the master's programmes in Law by coursework were 257 and the Faculty taught 16 students registered for an honour's degree in another faculty.

## Success rates

Based on course registrations for Higher Education Management Information Systems (HEMIS) reporting, the success rate for the undergraduate service modules was 88.4% (2013: 77%), and averaged out with the 83.8% (2013: 80%) success rate in the traditional undergraduate law modules to an overall undergraduate module success rate in the Faculty of 86% (2013: 78.4%). Expressed as full-time equivalent (FTE) degree course

success rates, the success rate in respect of the undergraduate service modules was 88.4% (2013: 77.6%), and averaged out with the 82.5% (2013: 79.6%) success rate in the traditional undergraduate law modules to an overall undergraduate module success rate in the Faculty of 84.9% (2013: 78%). Senior students were employed as senior tutors and tutors to mentor their junior counterparts, which contributed to the improved success rates.

## The first-year programme

The First-Year Experience (FYE) commences at orientation when a First-Year Seminar (FYS) is held. In a "My career in law" session, students are introduced to members of the legal profession and can engage with these professionals in a question and answer session. The Faculty's first-year programme continues after the FYS and includes an integrated tutor system, the varied use of technologies in support of student learning, and the promotion of learning communities and collaborative learning. In order to ensure that the Faculty's first-year programme provides a social and academic introduction to being a successful law student, it includes visits to the High Court, a Magistrate's Court and the Constitutional Court. During these visits, learning occurs in a variety of modalities. All first-year students at the Faculty also take part in internal mootings assessments and have the opportunity to display research and oral advocacy skills in the Moot Court at the University.

## THE FACULTY ACHIEVED

# 98%

of its undergraduate enrolment target and exceeded its postgraduate enrolment target.

## Teaching innovation and quality control

The Faculty cooperates with the Writing Centre in respect of the Law of Delict in terms of a system of writing support and development on second-year level that receives financial support from the Attorneys' Fidelity Fund. Citizenship forms an integral part of the syllabus and is particularly at the centre of several modules, notably Constitutional Law, Bill of Rights and Administrative Law. To promote students' leadership, the Faculty assisted the students in successfully running a UJ Student Chapter of the Black Lawyers Association. On 14 August 2014 the Chapter and Faculty jointly hosted a seminar with the title *LLB: the bigger picture*. The seminar was attended by dignitaries such as Judge President Ronnie Bosielo of the Supreme Court of Appeal, while speakers included retired judge Bernard Ngoepe, the Deputy Minister of Justice and Constitutional Development, John Jeffery, and the CEO of the Law Society of South Africa, Nic Swart.

## Moots

The Faculty's top undergraduate achievers are given the opportunity to participate in local and international moot court competitions. The Faculty has been participating in the African Human Rights Moot Court Competition for many years. In 2014, the difficult decision was made to withdraw from the competition as a result of travel warnings issued relating to the risk posed by the Ebola virus. The Faculty then accepted an invitation to have the students chosen for the competition participating in the 14th All Africa International Humanitarian Law Moot Competition that was held in Arusha, Tanzania from 15 to 23 November 2014. The competition was arranged by the Regional Delegation of the International Committee of the Red Cross with support from the International Criminal Tribunal for Rwanda.

## Degrees conferred

The Faculty conferred 305 undergraduate degrees during three graduation ceremonies held in 2014. One hundred and seventy-nine students were registered for master's studies, while 50 master's degrees were conferred in 2014. In terms of the results of the 2014 institutional survey of graduate employability, 85.1% of the Faculty's graduates found employment within three months of graduation, and 97.3% within a year. The Faculty retains contact with its alumni by virtue of its annual Prestige Evening, as well as the annual function for LLM graduates, LLD graduates and selected alumni. Mr Patrick Gaspard, the Ambassador of the United States of America to South Africa, accepted an honorary

**Art of ACCOMPLISHMENT**

**You are INVITED**

**FACULTY OF LAW**

Prof. PH O'Brien, Executive Dean of the Faculty of Law at UJ, together with the Executive Committee of the Black Lawyers Association (UJ) cordially invite you to a "LLB panel discussion" where the contentious proposed LLB reform will be discussed.

This discussion aims to analyse what the objectives of the current LLB is, whether the current LLB is achieving those objectives, what challenges are hindering those objectives and any proposed changes to the transformation of the qualification and the legal sector in general. The broader aim of the discussion is to get current Law students involved in the conversation.

**DATE:** 14 August 2014  
**TIME:** 17h00 for 17h30 - 21h00 (late arrivals will not be allowed in to the venue)  
**VENUE:** University of Johannesburg, Auckland Park Kingsway Campus, Madibeng Building, Council Chambers, floor 3

**SPEAKERS:** Judge B Ngoepe (former Judge of the Gauteng Division, Pretoria)  
 Hon. Mr J. Jeffery (Dept. Minister of Justice)  
 Prof. PH O'Brien (Executive Dean, Faculty of Law, UJ)  
 Mr. N Swart (CEO of the Law Society of South Africa)  
 Representative from major business law firm Cliffe Dekker Hofmeyr  
 Mr. LM Morgan (National spokesperson of BLASC)

RSVP before 8 August at [blasc@uj.ac.za](mailto:blasc@uj.ac.za)

**TAKE NOTE: ONLY THOSE WHO HAVE CONFIRMED THEIR ATTENDANCE WILL BE ABLE TO ATTEND THE EVENT. LIMITED SEATING AVAILABLE. RSVP ESSENTIAL.**

Light refreshments will be served.

**Black Student Chapter**

**RETHINK. REINVENT.**

**UNIVERSITY OF JOHANNESBURG**



doctorate in law on behalf of President Barack Obama at a graduation ceremony held on 22 May 2014.

## Non-subsidised programmes

In 2014, the Faculty presented 13 non-subsidised programmes ranging from short learning programmes to certificates and prestigious diplomas in a variety of topics, including labour law, tax law, forensic investigations,

money laundering control, compliance, corporate law and the drafting and interpretation of contracts. In 2014, 1 723 students enrolled for these programmes. The module enrolment was 2 825. Of these, 2 498 students (88.4%) passed the modules for which they were registered. The programmes generated an income of more than R17.6 million, which resulted in a net surplus to the Faculty of around R4.5 million.





Above: Showcasing the Faculty of Law at Open Day

### Recognition of top achievers

During the Prestige Evening held on 24 April 2014, awards, prizes and bursaries were handed out in 77 categories to 128 recipients. At an awards ceremony held on 11 September 2014, 12 law students received certificates as first-year top achievers. Twenty students joined the uJenius Club in 2015 based on their academic performance in 2014. Judge Ronnie Bosielo was awarded the UJ Dignitas Award at a function held on 14 November 2014. As Judge of the Supreme Court of Appeal, Judge Bosielo has reached the highest judicial office in South Africa of all the Faculty's alumni.

### Local partnerships

The Faculty's partnerships with local firms of attorneys and auditors translate into several practising attorneys and auditors lecturing in, particularly, the Faculty's non-subsidised programmes. Several of the Faculty's lecturers and clinicians have been involved in presenting programmes as part of the Legal Education and Development (LEAD) project of the Law Society of South Africa, which aims to serve the profession by providing an extensive battery of learning interventions and skills development activities. The Faculty's relationship with the profession enables it to work closely with various law firms in, for example, securing vacation work, job shadowing opportunities, bursaries and articles of clerkship for top achievers. A great number of law firms and other organisations within the legal industry attended the annual UJ Law Career Day on 15 April 2014. This event is jointly hosted by the Faculty and PsyCaD.

### International partnerships

The Faculty signed new Memoranda of Understanding with the *Universidade Agostinho Neto* (Angola) and the National Law University Delhi. Its memorandum with the University of Antwerp (Belgium) was renewed. In addition, the Faculty has active exchange agreements with ten other foreign universities.

The Faculty and its members have strong international relations, as evidenced by, among other things, the number of foreign visitors hosted annually by the Faculty. This included a delegation from Sri Lanka that visited the Faculty on 23 June 2014. In addition, the Faculty serves as an information centre for the Hague Conference on Private International Law in terms of a formal agreement. The Executive Dean of the Faculty participated in the VC's visit to the University of Augsburg (Germany). The Faculty presented an inbound study-abroad programme to students from Cornell University during January 2014. This was followed by a visit by the Vice-Dean of that university and negotiations to conclude a memorandum of understanding. An advanced Traditional Justice Workshop was presented to members and staff of the Faculty by Tel Aviv University and Hebron University from 23 June to 4 July 2014.





Above left: Executive Dean: Faculty of Law Prof Patrick O'Brien and esteemed guests at the launch of 'Essays in Honour of Frans Malan'

## RESEARCH

### Publications

The Faculty hopes that by the time the University's research claims are submitted to the Department of Higher Education and Training, it will submit a claim of at least 56 subsidy-generating publication units in respect of articles published by members of the Faculty. It will also seek to submit claims in respect of eight chapters in books and five conference proceedings. Faculty members were involved in updating several standard law textbooks and contributed numerous chapters in non-subsidy-generating books.

Members of the Faculty have also been responsible for several other publications. These include articles in non-accredited journals, several book reviews and the updating of loose-leaf publications. Annually, Faculty members present approximately 100 research papers at conferences, symposia, workshops and the like, of which approximately a third are abroad. A member of the Faculty was awarded the 2014 prize by the ATKV and SA Akademie for the best scientific article published in Afrikaans, and another for the best article published in the *Journal of Contemporary Roman Dutch Law* in 2014.

### Public events

Apart from public events mentioned elsewhere, a memorial lecture in honour of the late Professor Carl Mischke was held on 24 July 2014. A function to launch *Essays in honour of Frans Malan*, who retired as judge of the Supreme Court of Appeal, was held on 2 September 2014. The first Annual Forum for Medicine and the Law was hosted on 27 November 2014. The public interest generated by the Oscar Pistorius murder trial saw several members of the Faculty participating in radio and television shows. Six law students participated in the Jacaranda 94.2 breakfast show on 11 September 2014. An ordinary Faculty seminar, held on 22 July 2014, dealing with legal issues relevant to the case, attracted unusual external interest.

### Research centres

The Faculty had four active research centres in 2014, namely the Centre for Private International Law in Emerging Countries, the Centre for Banking Law, the Centre for International Comparative Labour and Social Security Law (CICLASS) and the South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC), which is based at the Old Fort on Constitutional Hill. In addition, the NRF Chair in Public International Law functioned within the domain of the Faculty.



#### ***Centre for Banking Law***

The 36th consecutive Annual Banking Law Update (ABLUTM) was held on 15 May 2014 under the auspices of the Centre for Banking Law. The two foreign keynote speakers were Professor Agasha Mugasha of the University of Essex, and Professor Nelson Enonchong of the University of Birmingham. Professor Mugasha is formerly from Uganda and currently chairs the Ugandan Law Commission, while Professor Enonchong is formerly from Cameroon. The Director of the Centre also presented invitation seminars on construction guarantees in Namibia and Botswana.

#### ***Centre for International and Comparative Labour and Social Security Law (CICLASS)***

The year 2014 marked the 20th year of existence of the Centre for International and Comparative Labour and Social Security Law (CICLASS). As in the past, the Centre continued to maintain a number of collaborative relationships with colleagues and institutions locally (e.g. Friedrich Ebert Stiftung, South Africa Office) and overseas (e.g. Max Planck Institute for Social Law and Policy, Munich, Germany). In addition, the Centre regularly participated in the activities of the Southern African Social Protection Experts Network (SASPEN) and was represented on SASPEN's Steering Committee. The Director of the Centre lectured on South African and international social security law to postgraduate students at Erfurt University of Applied Sciences (Germany).

#### ***Research Centre for Private International Law in Emerging Countries***

The Director is a member of the Working Group on Choice of Law in International Commercial Contracts of the Hague Conference on Private International Law. He contributed to the drafting of the Hague Principles on Choice of Law in International Commercial Contracts and the Official Commentary of the Hague Conference on the Hague Principles, specifically on the Preamble, Art 4 on tacit choice of law and Art 5 on formal validity. The Director also provided the comments that were presented by the government of the Republic of South Africa to the Hague Conference during 2014 on the content of the Official Commentary. The Hague Principles will probably be adopted by the Hague Conference during March 2015; it will then constitute one of the foundational documents of International Commercial Law.

The Deputy Director is a member of the Working Group for the Judgment Project of the Hague Conference on Private International Law. This project is relevant for the proposed African Principles of Commercial Private International Law, referred to on the following page.

The Director is a member of the Governing Council of UNIDROIT (the International Institute for the Unification of Private Law) in Rome, Italy (best known for the UNIDROIT Principles of International Commercial Contracts). He attended the Annual Council meeting in that capacity, which was held in Rome during May 2014.

The Research Centre facilitated an agreement with UNIDROIT in terms of which the UJ Law Library was appointed as a repository library for UNIDROIT publications. It is the first university library in the country to be so appointed.

A further agreement was concluded with UNIDROIT in respect of internships at UNIDROIT for junior staff members and students who obtained the LLM in International Commercial Law. Three junior research associates submitted research proposals to UNIDROIT during 2014 in terms of this agreement. Their proposals were accepted by UNIDROIT and they will be sponsored by the UNIDROIT Foundation to complete a month-long internship at UNIDROIT in June/July 2015. A junior research associate attended a three-week summer school at The Hague Academy of International Law funded by a bursary granted by the Academy.

Discussions continued with the international law division of the Department of International Relations and Cooperation (DIRCO) to promote a proposal to the African Union for the drafting of the proposed African Principles on Commercial Private International Law by the Research Centre.

A conference with three international organisations based in the Hague was held on 9 September 2014 at the University with the theme *Building a global framework to facilitate trade and investment*. Prominent officials of the Hague Conference of Private International Law, the Permanent Court of Arbitration and the International Court of Justice delivered papers. Papers were also delivered by the Director and Deputy Director of the Research Centre.

#### ***South African Institute for Advanced Constitutional, Public, Human Rights and International Law (SAIFAC)***

SAIFAC contributed significantly to constitutional and public law during the reporting year and raised its international profile. Its Director published an article in one of the highest-rated constitutional law journals in the world, *International Journal on Constitutional Law*, and its researchers published in top South African journals.

A contribution was made to a book by Hart Publishing that included some of the top constitutional law academics from around the world. SAIFAC's director also co-edited a special edition of the journal *Theoria*, which emerged from its 2013 conference on egalitarian liberalism. Moreover, staff presented papers to universities around the world, including the University of Oxford, Complutense University in Madrid, the Autonomous University in Barcelona, and the University of New South Wales in Australia. Three members of SAIFAC's staff presented papers at the major conference on 20 years of South African Constitutionalism at the New York Law School. SAIFAC also welcomed its first postdoctoral fellow who works in the area of customary law, gender and business and human rights.

SAIFAC has continued to advance its goals of being at the cutting edge of legal discourse and stimulating academic engagement in key areas. With the support of the Konrad Adenauer Foundation, it managed to organise two successful conferences during 2014. Given that it was the 20th anniversary of South African democracy, a conference was held on the topic of *Political rights since 1994*. The conference started with a panel of key editors from the media concerning their role, which raised the profile of the conference. Papers were presented on topics which included the relationship between socio-economic rights and political rights, prisoner's rights, internal party democracy and party political funding. The conference will result in a special focus in the *South African Journal on Human Rights* in early 2015.

The yearly Constitutional Court Review Conference took place in December 2014 and once again produced a set of papers for this annual journal. Professor Sandra Fredman from the University of Oxford was one of the lead authors and gave a paper on the right to education, which has seen much activity in the courts in recent years. Other symposia considered the role of the judiciary in South Africa and customary law and a number of papers focused on specific cases decided recently.

To promote constitutionalism and human rights more widely in society as a whole, SAIFAC continued to work together with the Constitutional Court's clerks to produce the Constitution Hill Debating Tournament. The aim of the tournament is to educate learners about the Bill of Rights in an exciting, informal format, as well as to develop their analytical and oratory skills. In 2014, the project grew to involve 50 previously disadvantaged schools in Thembisa, Katlehong, the Johannesburg CBD and Soweto. Eight of the schools were selected for the quarter- and semi-finals, which took place at Constitution Hill where the teams were given a tour and talk about the history and origins of the Bill of Rights. The finals took place in the historic venue of the Women's





Jail. In this way, SAIFAC continues to use its expertise in fundamental rights to improve learners' understanding thereof and to deepen a culture of respect for rights in our society.

SAIFAC made a number of submissions and comments to provincial legislatures and the executive concerning several laws relating to the environment and animal welfare. SAIFAC's director was also elected to the senior position of Secretary-General of the International Association of Constitutional Law at its World Congress in Oslo in June 2014. SAIFAC was also honoured to be accepted to host a round-table of the association, which only a very limited number of institutions have been selected to host, on the topic of reconceiving the separation of powers in Johannesburg in May 2015. SAIFAC was also asked to partner with Renmin University in China on a conference in Beijing in April 2015 on lesbian, gay, bisexual, transsexual and intersexual (LGBTI) rights.

#### ***NRF Research Chair in Public International Law***

The Chair held several seminars in 2014 and hosted visitors from Russia, Slovenia, Australia and Germany. Four postgraduate students were also sponsored to attend conferences in Turkey, Ghana, the USA and Argentina. One student successfully submitted his LLD thesis in 2014 and will graduate in 2015. The Chair received a *Wiederaufnahme* from the Alexander von Humboldt Foundation, which enabled him to spend a month at the Max Planck Institute for Public International Law in Heidelberg, Germany.

#### **Flagship programme in International Commercial Law**

The University structures approved that the LLM in International Commercial Law (by coursework) be developed as a flagship programme in the Faculty. A distinguished professor and distinguished visiting professor were appointed towards the end of 2014 and the foundations were laid to launch International Commercial Law as a focus area of the Faculty in 2015. This included starting the processes to appoint a visiting associate professor from the University of Auckland, and recruiting seven research associates, an assistant lecturer, a senior tutor, a postdoctoral fellow and an academic assistant.

#### ***Journal of South African Law***

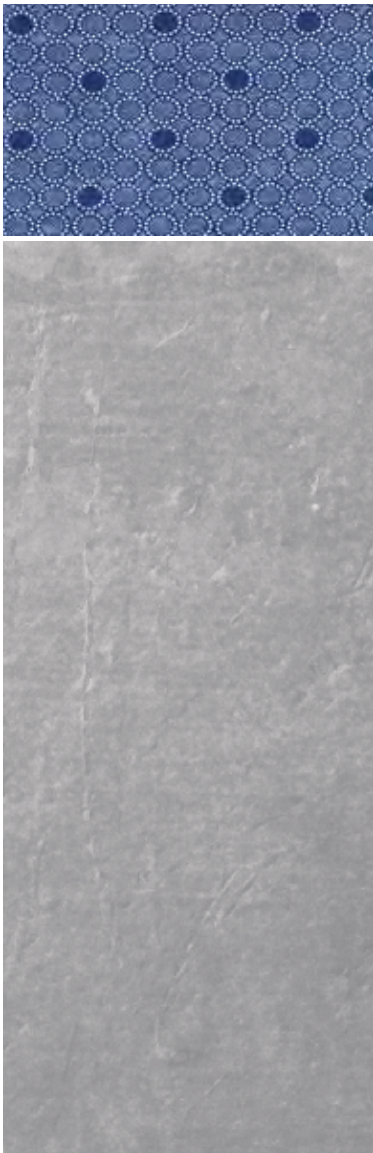
*The Journal of South African Law*, better known by its Afrikaans acronym *TSAR – Tydskrif vir die Suid-Afrikaanse Reg*, is edited by members of the Faculty. Since its launch in 1976, the journal has grown into a respected publication which in 2009 was included on an internationally acknowledged leading list of accredited journals in the *Social Sciences Citation Index (SSCI)*. The SSCI is currently known under the acronym ISI and still under the auspices of Thomson-Reuters in the US. By becoming one of only a handful of South African law journals to be included on an internationally acknowledged list and the only general legal journal to attain this standing among internationally acclaimed and accredited journals, the scholarly content of the journal is recognised internationally.

This stature was further enhanced by the journal being fully-indexed and covered by SCOPUS under the auspices of Elseviers in Europe. SCOPUS is the largest abstract and citation database of research literature and quality web sources, covering nearly 18 000 titles from more than 5 000 publishers, including 16 500 peer-reviewed journals in the scientific, technical, medical and social sciences (including the arts and humanities) fields. *TSAR* has been available on HeinonLine electronically for two decades. This coverage has enlarged the international footprint of the journal and the research published in it, to the advantage of the authors, and serves as a showpiece for the University.

The journal appears four times a year and is published by Juta Publishers. It is one of South Africa's most voluminous journals and consisted of 930 pages in 2014. Sixty-six academic contributions meeting the stringent double-blind peer-vetting requirements were published, including 37 from non-UJ affiliated contributors, of whom five were from foreign countries (Germany, Belgium and China). This is a clear indication of the internationally accepted standing of this journal and no other first-league South African legal journal can boast more foreign contributors.

The contributions in the journal have been quoted (and often followed) by our courts in reported judgments over the years, including by the Supreme Court of Appeal and the Constitutional Court. Every rated legal textbook on South African law contains numerous references to, and citations of, contributions that have been published in *TSAR*. Contributions published in this journal are also often cited in international publications.

*TSAR* acts as a proud ambassador for the University of Johannesburg by flying the University's banner in many a foreign research collection. It is the only South African law journal to be included in the renowned KJB Index published under the auspices of the German *Bundes*





*Gerichtshof* or Supreme Court of Appeal in Karlsruhe, Germany.

*TSAR* received a very good review from the Academy of Science of South Africa (ASSAf) in its *Report on grouped peer review of scholarly journals in law and related legal fields*, published in October 2014. The consensus review was: "The editor of *TSAR* is a respected legal academic of high standing ... the quality of the articles published is good overall ... the journal should continue to be listed on the Department of Higher Education and Training's list of accredited journals". While inviting the publisher to consider joining the evolving SciELO-South Africa Platform, the review panel unfortunately did not provide a practical solution as to how the journal should be funded if it has no paying subscribers.

## THE LAW CLINIC

The University of Johannesburg's Law Clinic continued to operate at three offices, namely the Soweto Campus Law Clinic (with two attorneys), the Doornfontein Campus Law Clinic (with one attorney) and the Auckland Park Kingsway Campus Law Clinic (with two attorneys). Two hundred and thirty-three of the students who were registered for the subject Applied Legal Studies performed clinical work at the Law Clinic. A total of 1 762 consultations with members of the community with low or no income have been conducted by final-year law students. The value of the free legal services rendered by the students, when considered against an average bill-out rate in a private attorney's practice of R8 000 per hour, amounts to R14.1 million. In July 2014 a high-ranking law delegation from Nepal visited the Soweto Law Clinic. During December 2014, the Law Clinic also received a visit from a delegation, the United Nations Development Programme Global Study on Legal Aid, which was conducting a study for the United Nations.



UJ Law Clinic at the Soweto campus



UJ Law Clinic at the Doornfontein campus



### Faculty: Law Judge Ronnie Bosielo

In 1992, he graduated with an LLM from the University of Johannesburg (UJ), followed by a Diploma in Advanced Corporate Law in 1996. Judge Bosielo reached the highest judicial office in South Africa, of all UJ Law graduates. He was recommended by the Judicial Service Commission (JSC) to the President for appointment to the Constitutional Court, although he was not appointed. Ronnie Bosielo is a judge of the Supreme Court of Appeal.



**PROF DANEEL VAN LILL**  
EXECUTIVE DEAN: FACULTY OF MANAGEMENT

# FACULTY OF MANAGEMENT

**The Faculty of Management is about the development of sought-after organisational leaders creating legacies in collaboration with both the public and private sectors. Consequently, its teaching, learning and research stay relevant, its graduate employment rate stays around 90% and its third-stream revenue and cash reserves grow steadily.**

**I**n growing a new generation of managers and leaders, we focus on contributing knowledge and the practice of sustainable development. Thus, we have aligned ourselves with reputable global research partners. These initiatives have deepened our insight into impactful teaching, learning, research, innovation, commercialisation and third-stream revenue.

Despite progress, we are barely touching the tip of the iceberg in exploring Africa's problems. Therefore, we continue to grow capacity to influence productive decision-making, ultimately striving to be change agents, shifting future leaders' mindsets from political to intellectual activism.

In being responsive to a changing environment, we direct our contributions through five knowledge production hubs: Consumer Intelligence and Information Systems, Private Sector Management and Leadership, Public Sector Management and Leadership, Transport and Logistics, and People Leadership.

These hubs include nine academic departments and schools, five centres and an institute, all serving three Faculty value chains: postgraduate, undergraduate and continuing

education. These hubs are the platforms from which multidisciplinary teams design innovative organisational solutions. Thus, we foster entrepreneurship, social enterprise development, poverty alleviation, knowledge management, leadership in emerging economies, as well as competition and ownership in land passenger transport.

The sense and the sensibility of the Faculty of Management's strategic direction were reviewed by a panel of globally-renowned professors, who also advised on how to support the UJ aspiration towards global excellence and stature. A total of 43 undergraduate programmes were reviewed by 258 national industry leaders and academic peers from South African-based industries and universities. International and local expert panelists reviewed the governance of the Faculty's postgraduate programmes and its global and regional status.

By December 2014, the Faculty business model had yielded substantial results.

Talent management remains the critical driver of Faculty success. Analysis of movement in full-time and fixed-term contract positions from 2011 to 2014 indicated variation in staff turnover at 6%. This is satisfactorily lower than either the higher education sector benchmark (10%) or the corporate sector benchmark (8%).

Of the 67 members of staff who left the Faculty, 76% were academics, 15% administrators and 9% support staff. Most academics left for better financial prospects in the corporate world (41%), followed by promotion at other



*Executive Dean: Faculty of Management Prof Daneel van Lill at the 5th Annual Soweto Conference on Entrepreneurship and Small Business Development*

universities (20%), retirement (18%), families being relocated (14%), or services being terminated due to non-performance (8%).

Fortunately, 82 new members of staff have joined the Faculty, reducing vacancies by 15 positions. Overall, the Faculty has gained 25 employees over the last five years, of whom 52% were academics, 28% were administrators and 20% support staff. The largest talent gain was made in the appointment of academics from designated (47%) and foreign (17%) groups, whereas the largest talent loss flowed from non-designated staff (36%), attracted by better promotion and financial prospects at other universities or the private sector.

By December 2014, 97% of permanent or fixed-term academics had been qualified at master's level and 38% at doctoral level. Congratulations to Dr Albert Wort, Dr Madeleine Geldenhuys, Dr Jenny Gobind, Dr Roelien Brink, Dr Danielle Nel and Dr Milena Ivanovic on the achievement of their doctorates in 2014.

In 2014, the number of National Research Foundation rated researchers increased from seven to 11. Congratulations to newly rated researchers Prof Carl Marnewick, Prof Adèle Thomas, Prof Christine de Meyer and Dr Kennedy Njenga. Our appreciation goes to the contributions of previously rated researchers, namely Prof Chris Rogerson, Prof Adeline du Toit, Prof Gert Roodt, Prof Deon de Bruin, Prof Fanie Cloete, Prof Wilfred Ukpere and Dr Carin Hill.

Congratulations to Prof Gert Roodt (Vice-

Dean: Research) who was awarded the Distinguished Global Leadership Award by the Pan-Pacific Business Association (PPBA) in 2014, an honour bestowed to only a few fellows of the association.

Congratulations to the lecturers who were acknowledged as future-fit lecturers of the Faculty of Management – Dr Isolde Lubbe, Joel Arthur, Prof Martie Mearns, Mariette Frazer and Beate Stiehler (undergraduate programmes) and Prof Geoff Goldman (postgraduate programmes).

The past year also saw the enrichment of the Faculty talent pool with the successful incorporation of the Department of Public Management and Governance. Our new colleagues have already realigned their programmes to the management and leadership needs of the public sector.

The Faculty also invested in the art of sustainability management, determinedly seeking input from academic disciplines quite unlike our own. Initiatives kicked off with four colloquia on sustainability management in May 2014. Following months of global consultation, the Faculty of Management's Position Paper on Sustainability Management emerged, written in the context of management science, drawing heavily on the strategy and organisational learning of the UJ Faculty of Management.

The position paper paved the way to the appointments of Honorary Prof Sander van der Leeuw (in Sustainability Management from the Global Institute of Sustainability, Arizona State University) and Prof Trevor Manuel (in

**IN 2014, THE NUMBER OF  
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FROM**

**7 TO 11**





SA Minister of International Relations and Cooperation, Maite Nkoana-Mashabane delivering a speech at the inaugural Dr Richard Maponya Lecture



Open Day

Public Management and Leadership, based on his performance as a globally respected former National Minister and Chair of the National Development Plan). Distinguished visiting professor appointments included Prof Maureen Pirog (in Public Management and Governance from the School of Public and Environmental Affairs, Indiana University), Prof Jarkko Saarinen (in Sustainability Management from the Department of Tourism and Environmental Studies, University of Oulu, Finland) and Prof Howard Thomas (in Sustainability Management, Singapore Management University, Singapore).

Of further significance is the launch of the Dean's Leader Development Programme. This internal investment of R3.5 million from our trust funds will enable and empower 50 future Faculty leaders to gain exposure to international best practice in multidisciplinary academic work.

The percentage of first-year students with an Admission Point Score of at least 35 had improved by 8% to 19% by the end of 2014. To put this into perspective, 576 of our intake of 2 882 first-year students averaged at least a C-symbol in matric. Progress may seem slower than planned, but we are pleased with the way in which the curve is swinging upwards.

Graduates' understanding of what it takes to solve complex problems and the importance of adding value to the lives of others are continuously grown through community engagement projects touching the lives of thousands of people. This encouraging community engagement initiative, in partnership with ENACTUS, now involves over 2 000 undergraduate students.

Community engagement projects, managed independently or as part of ENACTUS, are overseen by Joyce Sibeko. A partnership with the Faculty of Art, Design and Architecture (FADA) was established for The Green Week project, which involves students from various faculties working with FADA students on developing sustainable products. These include the Green Living Project, Network for Cooperatives, Youth Entrepreneurship and the Social Economy Volunteer Coaching Association (SEVCA), in association with the Centre for Social Entrepreneurship and Social Economy, the School of Tourism and Hospitality, and IPPM's Othandweni Children's Home. The ENACTUS Team has done substantial work in the community and this became evident during the 2014 National Competition. During this time, UJ was recognised with a number of the awards and came fifth in the competition. We would like to congratulate Joyce and her team for their hard work, dedication and a job well done!

**THE PERCENTAGE OF FIRST-YEAR STUDENTS WITH AN ADMISSION POINT SCORE OF AT LEAST 35 HAD IMPROVED BY 8% TO 19% BY THE END OF 2014.**



Our presence is felt in South Africa's corporate and public sector through the delivery of a range of continuing education programmes to 5 500 employees and small business owners. Productive initiatives are marked by three-party agreements involving UJ, a multinational or parastatal, and a global partnering university. Examples of joint programme delivery are as follows:

- The UJ Department of Transport and Supply Chain Management, Transnet and the Glasgow Caledonian University in the field of railway operations;
- The UJ School of Leadership and the School of Oriental and African Studies at the University of London, in the field of African diplomacy and development;
- The UJ Department of Industrial Psychology and People Management and BCL, a mining and smelting company owned by the Government of the Republic of Botswana, in the field of leadership development;
- The UJ Department of Public Management and Governance, the Swedish Institute of Public Administration and SKL International (Swedish Association of local authorities and regions), contracted by the Deutsche Gesellschaft für Internationale Zusammenarbeit to support the Rwanda Association of Local Government and their Local Government Institute with the development of a qualifications framework for public officials flowing into UJ master's programmes.

### Graduate output

Over the last five years, the Faculty has conferred, on average, 2 190 qualifications per year, of which 19% were at postgraduate level. In 2014, 2 443 graduates walked the stage – 4% more than in 2013, and as planned, these were mostly at postgraduate level.

### Innovative learning and teaching

Over the last five years, continuous investment of **about R12 million a year** into innovative **learning and teaching practices** has returned a **gradual improvement of module** success rates from 78.7% to 83.8%, with a further 1% improvement noted in 2014.

### Organisational culture

Finally, the 2014 UJ Culture Survey reflects how the Faculty community lives the UJ value system of imagination, conversation, regeneration and ethical foundation.



*Making sure UJ gets holistic media coverage*

The Faculty's organisational culture performed above the UJ average in terms of non-abusive line managers (+9%), fairness (+5%), a clean and safe work environment (+5%), constructive management and leadership (+6%), being a preferred employer (+1%) and the Faculty's management of diversity (+1%).

The Faculty matched the UJ average regarding how it conducts core business and accepts ownership of the UJ vision, mission and objectives.

Of importance in 2015 is our need to gain a better understanding of the significance of those scores that were higher than the UJ average, i.e. those scores indicating victimisation (-5%) and commitment to transformation initiatives (10%).

### Relevant postgraduate programmes

The attractiveness of the Faculty's postgraduate programmes is growing. Since 2010, the proportion of undergraduates who average at least 65%, flowing into honours, master's and doctoral programmes, has grown from 22% to 40%. The number of postgraduates attracted from global universities has also satisfactorily increased from 13% to 20%.

## Research output

From 2011 to 2014, research output improved from 105 to 261 publications. In 2014, the number of subsidy-generating research credits improved by 49 credits (44%) to 161 credits, contributing to 16% of UJ's 2014 research output.

This improvement can be attributed to investment into productive global collaborative research projects beginning to realise dividends. Our appreciation goes to Prof Chris Rogerson for his exceptional strategic and intellectual contribution. A further example of joint global contributions is the publication of two international standards for Portfolio Management by Prof Carl Marnewick in collaboration with researchers from Université du Québec à Montréal, Vienna University of Economics and Business, Hoge School Utrecht, ESC Lille School of Management, Henley Business School, University of California, University of South Australia, Steinbeis University Berlin, Dutch National Research Group and the University of Oulu.

Our sincere appreciation to senior academics for taking a rigorous stand against plagiarism and the development of awareness of the impact of stealing intellectual work on the credibility of our teaching, learning and research output. The leadership of Prof Adèle Thomas, also a member of the Senate Higher Degrees Committee, is gratefully acknowledged.

Three major results are noted at Faculty-level:

- Contract research, grants and continuing education programmes grew from R76.7 million in 2013 to a turnover of R92.9 million (21% growth) in 2014, highlighting the credibility of our products and services to external markets. Of this revenue, R25.6 million was immediately reinvested in programme development and the Faculty Operational Budget.
- Enrolment in CE programmes across the Faculty has grown from 2011 to 2014 at an average of 10% per year and now exceeds a headcount of 5 500.

- We were delighted when the Faculty of Management was included in the portfolio Cambridge: inspiring leadership and innovation published by the Cambridge University Students' Union to celebrate Cambridge University's international stature and provide a global guide to students on where to become well-informed and prepared for the future.

The 2014 Annual Report confirms the Faculty of Management's future-fit identity as it focuses time, energy and talent on the development of sought-after organisational leaders creating legacies. In response to the demand for reputable education and applied research in commerce, the Faculty has shifted its organisational mindset from a 12-month administrative cycle to a five-year strategic perspective.

As the Faculty of Management journeys towards 2020, it will become The Johannesburg Business School, organised in five knowledge production hubs stretching across three Faculty value chains (undergraduate programmes, postgraduate programmes and continuing education programmes). In so doing, we will realise the following outcomes:

- Strengthen our footprint in both the private and public sectors serving Africa. Thus, we will continue investment into the evolution of thought clusters repurposing the evolution of Africa from being a mere natural resource, towards a sustainable continent.
- Embrace inter-, multi- and transdisciplinary science through global partnerships. In growing a new generation of managers and leaders in commerce, we will invest in technopreneurship and blended learning with English as the medium of instruction.
- Continuously realign Faculty strategy, talent management and performance management systems to the opportunities and challenges at hand.

Heartfelt appreciation is expressed to every stakeholder for their respective future-fit contributions and thoughtful stewardship of Faculty resources in the past fiscal year.



### Faculty: Management

#### Mr Clifford Ross

Mr Clifford Ross has 33 years of experience in the hotel industry. He started his career in the hotel industry in 1974 when he joined the Holiday Inn Group. He studied at Wits Technikon (now University of Johannesburg) during the period 1974 to 1977 and received a Diploma in Hotel Management. During his time with Holiday Inn, he held various management positions until 1983, when Sun International was formed, after which he continued his career with Sun International until 1986. In 1987 he joined the City Lodge Hotel Group taking up the position of General Manager at City Lodge Randburg (now City Lodge Bryanston). Moving up the ranks Clifford was promoted to Operations Director, then Managing Director and in 2002 he was appointed Chief Executive. Clifford attended Cornell University in America where he did the Advanced Management Programme. He sits on the board's the FEDHASA National Management Board, The Tourism Business Council of South Africa (TBCSA) and the Tourism Enterprise Partnership (TEP). In 2011, he was recognized for his contribution to the industry by being awarded the Tourism Business Leadership Award. Clifford is actively involved in the School of Tourism and hospitality (STH) at UJ. Through his support, City Lodge sponsors four meeting venues at the STH facilities as well as annual bursaries. Furthermore, City Lodge Hotel Group accommodates STH third year students in their hotels as part of the student's six month Work Integrated Learning.



STH building at the Auckland Park Bunting Road Campus



**PROF ANNAH MOTEETEE**

EXECUTIVE DEAN (ACTING):  
FACULTY OF SCIENCE  
(Held position until 30 June 2014)



**PROF ANNEMARIE OLDEEWAGE**

EXECUTIVE DEAN (ACTING):  
FACULTY OF SCIENCE  
(Held position until 31 December 2014)

# FACULTY OF SCIENCE

The vision of the Faculty of Science is to be a diverse and dynamic faculty, innovatively creating new knowledge and developing leading scientists and technologists. The commitment of the Faculty to the realisation of the vision, mission and strategic objectives of the University, and in particular the main objective of Global Excellence and Stature, is demonstrated by the achievements of the Faculty during 2014.

The Faculty succeeded in achieving its key objectives in a number of critical areas. These include:

- being ranked fourth in South Africa and in the top 400 universities (by the QS Maple rankings system) in September 2014;
- creating an enabling environment conducive to excellence in learning and teaching to staff and students, as well as excellence in research and innovation;
- steadily elevating the staff profile of the Faculty both in terms of qualifications and employing designated groups;
- presenting high-quality and relevant programmes at all levels;
- cultivating an enriching student-friendly learning experience for all students and sustaining success rates;
- sustaining postgraduate enrolments;
- sustaining the research profile of the Faculty by steadily increasing both the quantity (up by 13.8%) and quality of research outputs;
- fostering existing and establishing new collaborative activities with reputable institutions and relevant industries;
- advancing the impact of the Faculty in terms of its public, community and alumni engagement and through its marketing endeavours.

## Notable events

The Faculty of Science ranked fourth in South Africa according to the latest Quacquarelli Symonds (QS) Maple rankings released on 16 September 2014. The QS Maple rankings for universities placed the Faculty in the Top 400 universities internationally. This puts UJ's Faculty of Science firmly in the league of international universities such as Université du Québec in Canada, Universität Ulm in Germany, the University of Gothenburg in Sweden, Universidade Federal do Rio Grande Do Sul in Brazil and the Indian Institute of Technology Roorkee (IITR).

## Accolades

- Prof S.H. von Solms of the Academy of Computer Science and Software Engineering was elected as Honorary Member of the International Federation for Information Processing (IFIP).
- Prof N.J. Beukes of the Geology Department was awarded the Havenga Medal for Physical Sciences from the Suid-Afrikaanse Akademie vir Wetenskap en Kuns. He was also awarded a DST-NRF Centre of Excellence for Integrated Mineral and Energy Resource Analysis. He was selected to present the 33rd A.L. du Toit Memorial Lecture Series for the Geological Society of South Africa in 2014.
- Prof A.M. Strydom of the Physics Department received the Bernard Coqblin Prize awarded by the Organising Committee of the annual International Conference on Strongly Correlated Electron Systems, in Grenoble, France. He was also made a member of the International Advisory Committee of the International Conference on Neutron Scattering in Edinburgh in 2014, as well as for the next meeting in 2017 in South Korea.
- Prof Dubery and the Plant Metabolomics Research Group of the Biochemistry Department were named as the Chromatographer of the Year for 2014. Their metabolomics research involves

both chromatography and mass spectrometry and is focused on secondary plant metabolites and their importance in disease resistance in plants.



- Prof Ben Erik van Wyk's student, Margaret Hulley, of the Botany and Plant Biotechnology Department, received recognition for the third best presentation by a young scientist at the 17th Annual Conference of the Indigenous Plant Use Forum.
- Prof S.H. Connell of the Physics Department was nominated by ATLAS Experiment Management, endorsed by vote, to the Collaboration Board Chair Advisory Group and appointed Chair of the ATLAS Thesis Awards Committee for 2014.
- PhD student Fidele Tugizimana of the Biochemistry Department won the prize for the Best Student Presentation at the ANALITIKA 2014 Conference.
- Prof J. Darkwa of the Chemistry Department was elected as a Fellow of the Ghana Academy of Arts and Sciences June 2014 and inducted in November 2014. He was also elected as a Fellow of the African Academy of Sciences (April 2014) and as a Fellow of the South African Chemical Institute (September 2014).

## LEARNING AND TEACHING, ACADEMIC PROGRAMMES

A number of programmes and modules were also amended during 2014 to improve the quality and relevance of our offerings. The merging of the following departments was successfully concluded in 2014: the Departments of Applied Mathematics and Mathematics to create the new Department of Pure and Applied Mathematics on the Auckland Park Kingsway Campus and the two Departments of Biotechnology and Food Technology on the Doornfontein Campus. The new Department of Applied Physics and Engineering Mathematics was also established on the Doornfontein Campus.

Due to a number of interventions, the average success rate in undergraduate programmes has steadily improved from 2009 to 2013, but experienced a slight decrease in 2014, as depicted in the table below. The 2014 overall undergraduate success rate shows an increase of 14.9% on the 2009 success rate and a decrease of 1.8% on the 2013 success rate. The success rate of first-time entering undergraduate students shows similar remarkable increases: the 2014 success rate of 75.7% represents an increase of 20.3% on the 2009 number and a slight decrease of 3.7% on the 2013 number.

Extended programmes succeeded in widening access to the Faculty in an academically responsible manner. In 2010 a revised model of the extended programmes was introduced, which makes provision for a bridging period of six months from the Grade 12 Mathematics and Physical Science curriculum to first-year content in these subjects. The overall success rate of 82.4% in 2014 represents an increase of 22% from 2009 and a slight increase of 0.4% from 2013, while the 2014 success rate of 83.5% of first-time entering students in extended programmes represents an increase of 32.2% from 2009.

The reduction in the rate of improvement in successive years from 2009 to 2014 is not considered a reason for concern as it is largely the result of a more rigorous selection of entering students and the increasingly successful interventions referred to above. Furthermore, the number suggests that the success rate is starting to stabilise.

### Undergraduate success rates

	2009	2010	2011	2012	2013	2014
Mainstream and Extended Overall	64.6%	69.4%	72.6%	78.5%	81.3%	79.5%
Mainstream and Extended – First-time Entering	55.4%	66.0%	71.7%	75.0%	79.4%	75.7%
Extended – Overall	60.4%	73.2%	77.0%	81.1%	82.0%	82.4%
Extended – First-time Entering	51.3%	72.6%	79.0%	80.5%	81.3%	83.5%

The departments that have work-integrated learning (WIL) in their programmes are Applied Chemistry and Biotechnology and Food Technology. At the time the departmental reports were submitted, only 11 of 94 students had not been placed. The reason for students not being placed usually ranges from a pregnancy to an inability to trace all students. However, in 2014, it can also be ascribed to the fact that jobs were not available because of the prolonged strike in the mining sector and the subsequent weakening of the economy.

The Faculty's limited number of non-subsidised academic programmes is offered mainly in the Academy of Computer Science and Software Engineering and the Departments of Biotechnology and Food Technology, Geology, Pure and Applied Mathematics, Physics and Zoology.

The Departments of Applied Chemistry, Biotechnology and Food Technology, Pure and Applied Mathematics, Statistics, Physics, Botany and Plant Biotechnology, and Zoology all have new or modified academic programmes planned for either submission or implementation in the immediate future.

A new four-year BSc degree in Applied Physics was approved by the Department of Higher Education and Training (DHET) in June 2014 and the Faculty is awaiting the Council of Higher Education (CHE) accreditation before it can advertise the new degree.

Enrolment figures of formal contact students per qualification category are indicated in the table on the following page.



## Enrolment figures (formal contact) in 2013 vs 2014

Qualification Categories		2013	2014	% of Total Enrolment (2014)
Undergraduate	Diplomas	668	670	16.8%
	Degrees	2 332	2 480	62.1%
	Total	3 000	3 150	78.9%
Postgraduate	Honours	244	290	7.3%
	Master's	319	342	8.6%
	Doctoral	181	192	4.8%
	Total	744	824	20.6%
Total		3 744	3 996*	

\*The total headcount of 3 996 excludes 22 casual students (registered for non-degree purposes) who are not allocated to either undergraduate or postgraduate categories

- Both undergraduate and postgraduate enrolments have increased over the last few years. In comparison with 2009, undergraduate enrolments have increased by 20.5% (from 44.7% in 2012 when compared to 2008), while postgraduate enrolments increased by 46% (from 60% in 2012 when compared to 2008). The decreases in proportional changes are due to the markedly higher intake of students in 2009 followed in succeeding years by a flattening of the intake numbers. The proportion of postgraduate enrolments (of the total enrolment) has shifted from 17% in 2009 to 20.6% in 2014 (compared with 19.5% in 2008 to 19.9% in 2013). The proportion of master's and doctoral students of the total number of postgraduate students in 2014 seems to have stabilised at 64.8% after it had remained fairly constant at approximately 64% in previous years.
- International student enrolment of 286 students in 2014 represents 7.2% of the total enrolment, compared with 246 in 2013 (6.6% of total enrolment), 243 in 2012 (6.9% of the total enrolment), 214 in 2011 (6% of the total enrolment) and 139 in 2008. The percentage of black students increased to 86.7% in 2014, compared with 84.7% in 2013, 81.6% in 2012, 80.2% in 2011 and 76.1% in 2010. In 2014, 90.3% of undergraduate students were black compared with 87.9% in 2013, 86.3% in 2012, 85.9% in 2011 and 82.1% in 2010. Black students in 2014 represented 73.7% of all postgraduate students compared with 67.9% in 2013, 64.4% in 2012, 58.3% in 2011 and 52.9% in 2010.

## Proportion of students from designated groups

(Percentages for 2010 to 2014)

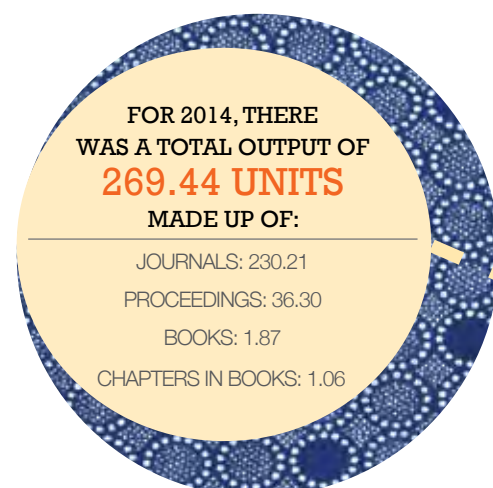
	Overall	Undergraduate	Postgraduate
2010	76.1%	82.1%	52.9%
2011	80.2%	85.9%	58.3%
2012	81.6%	86.3%	64.4%
2013	84.7%	87.9%	67.9%
2014	86.7%	90.3%	73.7%

- The proportion of first-time entering students with an Admission Point Score (APS) of at least 35 increased from 27% in 2009 to 32% in 2012 but decreased again to 28% in 2013. In 2014 the percentage of students with an APS of more than 35 was 32% and an APS of at least 30 was 81.5%. This percentage is of importance when considering that the admission requirement for the Faculty of Science has been increased to an APS score of 30 for 2016.

## RESEARCH

The Faculty has submitted a subsidy claim to DHET for a total of 269.44 research units. This number represents an increase of 37.3% on the 2011 output of 196.19 units, an increase of 99% on the 2010 output of 135.48 units, and an increase of 13.8% on the 2013 output of 236.83 units. The increase in output in 2014 shows a commitment by the Faculty to the Global Excellence and Stature initiative. The three-year average for 2014 is at 247.11 and shows an increase of 11% on the three-year average for 2013. This three-year average represents an increase of 148% on the 2009 three-year average and an increase of 31% on the 2012 three-year average.

A remarkable achievement is that the total research output of subsidised units has increased by 239% from 2007 (79.57 units) and that the per capita output of permanent academic staff has increased from 0.52 in 2007 to 1.6 in 2014. About 86% of the units in 2014 were published in international journals. There were three publications in journals that were not subsidised.



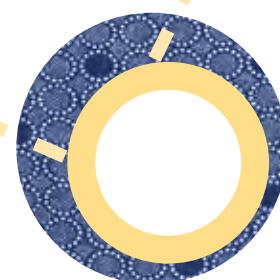


## Accredited publication units 2007 to 2014

Year	Journals	Total	Units per Permanent Academic Staff Member	Three -year Average (Total Units)
2007	66.56	79.57	0.5	-
2008	89.92	101.03	0.7	-
2009	109.21	118.66	0.8	99.75
2010	117.32	135.48	0.9	118.39
2011	159.98	196.19	1.3	150.11
2012	220.47	235.06	1.5	188.91
2013	199.70	236.83	1.5	222.69
2014	230.21	269.44	1.6	247.11

Research activities of the Faculty are also illustrated by the following measurable outputs:

- The number of NRF-rated staff showed some changes reflecting the resignation of some members. This was, however, compensated for by new ratings, which kept the number at 50, as it had been in 2013 and 2012. This number was an increase from 45 in 2011 and 36 in 2010. An encouraging trend in 2013 was the increase in Y-rated young researchers. For the year 2014, the Faculty had three A-rated, 13 B-rated, 26 C-rated and eight Y-rated staff.
- Members of the Faculty participated in a total of 172 research projects in 2014, as opposed to 156 in 2013. Of these 172 research projects, 110 reported access to funding external to the specific department, in addition to institutional funding.
- In 2014 the Faculty had 12 contracts and agreements with international institutions and 73 contracts and agreements with national institutions.
- Seven patents were submitted during 2011 to 2014: two by Professor S.H. Connell on *Detection of explosives by Positron Emission Tomography* and on *Quantum Security in Diamond Physics* and four by Professors R. Meijboom and M.J. Cronje on *Metals in Medicine*.
- More than 135 addresses were delivered at international congresses and seminars, as opposed to 99 in 2013. Of these addresses, 86 were at events outside of Africa, six were at events in Africa but outside of South Africa and 43 were at international events held within the borders of South Africa.
- More than 110 addresses were delivered at national congresses and seminars.
- There were 89 postdoctoral fellows registered in the Faculty in 2014, as opposed to 82 in 2013. Of these 89 postdoctoral fellows, 30 were responsible for 44 publications generating 7.91 SAPSE points. A further 18 manuscripts have been accepted, and 18 have been submitted or are pending submission. A further three papers could not be submitted due to patent restrictions. The total number of published, accepted or submitted manuscripts is thus 83.
- Faculty staff members served in a variety of capacities in a large number of professional societies, editorial panels, organising committees of congresses, organisations and forums outside UJ.
- There were 24 (as opposed to 13 in 2013) visitors from abroad who paid professional visits of at least four weeks to the departments of the Faculty while 22 UJ staff members visited other institutions for research purposes for periods in excess of 14 days.
- In 2014, the Faculty appointed seven and re-appointed three eminent scientists as visiting professors in the Faculty. The total number of visiting professors in the Faculty for 2014 was 46.



# STAKEHOLDER ENGAGEMENT AND ADVANCEMENT



MR MILCHO DAMIANOV

EXECUTIVE DIRECTOR: ADVANCEMENT

Developing and maintaining relationships with significant stakeholder groups is key for the University to achieve its 2025 Strategic Plan. Stakeholder engagement impacts on UJ's reputation both nationally and internationally.

The stakeholder groups include, among others, staff, students and prospective students, parents and fee-payers, schools and learners, alumni, donors and prospective donors, bursars, local and international foundations/trusts, sponsoring companies, corporates, municipalities, government, peer institutions, local and international media, as well as communities around UJ's campuses.

Inherently, through their interactions with students and peer institutions and through community engagement, the various academic faculties and specific divisions at the University play an important role in stakeholder engagement. Most of the non-academic stakeholder engagement is managed through the DIVISION OF INSTITUTIONAL ADVANCEMENT which deals directly or indirectly with a wide range of University stakeholders as part of its core business.

The purpose and drive of Advancement and its multiple operating sections is to ensure active stakeholder engagement to advance the profile, reputation and subsequent funding solicitation for the University.

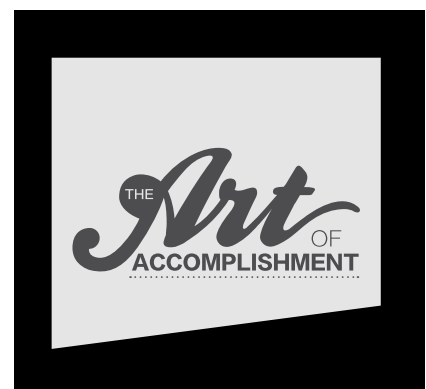
This drive has a wide scope and is achieved through integrating the functions and stakeholder engagement of the various operating sections of Institutional Advancement: **Marketing and Brand** that builds UJ's corporate brand; **Strategic Communication** that safeguards and advances UJ's reputation; Alumni Relations that stimulates vigorous engagement with UJ alumni; **Community Engagement** that creates active interaction between UJ and its communities; **Development and Fundraising** that manages the donor interface; as well as **UJ Arts and Culture** that produces and presents world-class student and professional arts programmes.

## Marketing and brand

The Brand and Marketing section of Advancement oversees corporate marketing for UJ. The Section also manages the brand perception of internal and external stakeholders. Additionally it manages all institutional events, particularly those initiated by the VC. The Student Marketing section that deals with learners, their parents and teachers also functions within this unit.

In line with the objectives of the University's Strategic Plan 2025, a comprehensive three-to-five year strategy was compiled to shift the brand from the former cool and trendy position to that of global stature and excellence. The new direction, strategy and campaign were presented to and approved by a special ELG session on 19 February 2014. Once approved, the campaign development was fast-tracked. The new campaign, The Art of Accomplishment, was launched among internal and external stakeholders on 19 March 2014.

The Art of Accomplishment (AoA) campaign focuses on UJ success stories to underscore UJ's reputation as a leading higher education institution. The approved target market for 2014 was the mature market.



*The Art of Accomplishment logo*

DISCOVER

THE

*Art*

OF

ACCOMPLISHMENT

[www.uj.ac.za/news](http://www.uj.ac.za/news)

RETHINK. REINVENT.



UNIVERSITY  
OF  
JOHANNESBURG

The 2014 focus was on developing and launching the campaign in order to make a perception shift in mainly the national market. Although some international exposure was given to the campaign in 2014, a rigorous international drive of the campaign will be embarked on in 2015.

In the development of the campaign, a number of advertisements highlighting UJ's accomplishments were designed. The AoA print campaign adverts appeared nationally in *Mail & Guardian*, *Financial Mail*, *Sawubona*, *Destiny* and *Destiny Man* and internationally in *Highlife* (British Airways), *Business Traveller* (Emirates), *Oryx* (Qatar Airlines), *Msaifiri* (Kenya Airways), the *International University Guidebook* – China (Africa section), Times Higher Education premium package, Shanghairatings.com and all QS platforms. A new UJ corporate video was produced to align with the AoA campaign.

As part of the AoA campaign, a lifestyle supplement curating UJ success stories was developed to showcase UJ's accomplishments. The AoA supplement was inserted four times in *The Times*, *Business Day*, *Mail & Guardian* and *Financial Mail* and was supported by a digital version.

During 2014, major attention was given to the internalisation of the new campaign to ensure that UJ students and staff could act as ambassadors of the new messaging. All campus billboards were replaced with AoA material and activations were held at all VC campus engagements. Brand audits were conducted and the corporate identity (CI) manual and online site was updated according to the AoA while all relevant stakeholders received extensive training. The golden thread of the AoA campaign is now visible in all appropriate communiques from the University.

Research is conducted annually to track the quality and success of brand building exercises and to inform future campaigns.

### Events

The events team professionally managed 133 events in 2014. These events hosted both external and internal stakeholders. These included the Academic Opening and First-Year Welcome, 55 graduation ceremonies, the Public Protector visit to the University, the opening of the Gloria Sekweni Gate at the Auckland Park Bunting Road Campus and a round of VC campus engagements. Eight professorial inaugurations and two honorary doctoral conferrals, for President Barack Obama and Prof Kees Immink, took place in 2014.

Right: Prof Ihron Rensburg at one of the VC campus engagements (staff)







Orange Carpet for UJ's top achieving students



Prof Ihron Rensburg at the Orange Carpet

### Student Marketing

The focus of Student Marketing in 2014 was to recruit good quality learners to UJ to further elevate UJ's academic prowess in the future. An innovative strategy that combines technology, social media and below-the-line marketing, as well as face-to-face interactions with learners, parents and teachers, was rolled out to ensure the attraction of quality learners.

Notably, the new Open Day format – of which 11 such events were hosted – allowed for more quality interactions with the above stakeholders. The new format was highly commended by attendees. The Top Achievers Open Day took place in April specifically for Orange Carpet applicants. By the close of the Orange Carpet campaign at the end of June, 558 Orange Carpet candidates had applied to UJ; this is up from 187 in 2013.

A UJ Future Student Portal is being used to build relationships with potential students from as early as Grade 9. Two Grade 9 subject choice seminars took place in June to equip these learners and their parents to make informed decisions about their subject choices.

Numerous national and international competitions were entered to benchmark our campaigns with other higher education institutions. During 2014, UJ campaigns won various awards:

- The UJ brand was judged second in the annual Sunday Times' Generation Next Brand Survey for the sixth consecutive year.
- The new-format Open Days introduced in 2014 and the Brand Ambassador Programme won excellence awards, while the social media strategy won a merit award at the national Marketing, Advancement and Communication Professionals in Education (MACE) Award Ceremony in November.
- The Brand Ambassador Programme was also awarded the Top Achiever Award for 2014.
- UJ's AoA print advertisement won the gold prize at the 4th QS-Maple Creative Awards.



## Strategic Communication

Strategic Communication manages internal and external messaging in support of the brand. Included in its external remit are media relations, crisis communications, publications and web services, including intranet content. Communication with internal stakeholders includes staff and student engagement. In the second semester of 2014, UJFM 95.4 was incorporated into Strategic Communication.

The Strategic Communication challenge for 2014 was to significantly highlight academic excellence through pro-active interventions such as profiling UJ's research and teaching experts. The drive was in support of the University's ambition to become a Pan-African epicentre for critical intellectual inquiry and scholarship.

From January until December 2014, according to reports generated by independent media monitoring company NewsClip, 18 672 media items pertaining to UJ featured in the national print and broadcast media. During this time, close to six million readers, listeners and viewers were reached. The media items had an equivalent advertising value rate of R590 million, up from R545 million in 2013.

Ultimately, UJ garnered media coverage which cemented UJ's experts as thought leaders, ensuring a broader spread of UJ exposure to enhance the University's profile. Significantly, several international media houses such as the BBC and CNN now utilise UJ experts. During 2014, 111 opinion editorials, up from 21 in 2013, highlighted UJ's academic expertise to the public. Eight hundred and fifty-seven UJ expert commentaries appeared on unique topics in print and broadcast media.

A PR campaign aligned to the new AoA campaign was rolled out, resulting in more than 316 articles and interviews profiling UJ, its academic, staff and student achievements, underscoring the AoA messaging in the minds of the public.



#### **Media partnering**

During 2014, special focus was given to partnering and engaging with the media in high-profile events to further elevate UJ's reputation and to build strong media partnerships.

UJ partnered with three prominent media houses during the run-up to the 2014 national elections. The SABC national election debates, News24 election app and the PowerFM election debate saw UJ experts interact with the public on nationally relevant issues. UJ further collaborated with CNBC for the Meeting of the Minds series, with a focus on the ICT agenda.

Dr Hugh Masekela, in collaboration with UJ and Write Associates, launched his inaugural Annual Lecture, delivered by Dr Oliver Mtshudzi, and a sold-out boutique concert at the Soweto Campus and Soweto Theatre in September with SAFM as media partner.

The first Dr Richard Mopanya Think Tank took place in July and was followed by the inaugural Annual Lecture, delivered by Prof Robert Dale Hisrich, in November. The *Sowetan* and PowerFM partnered with UJ and the Richard Mopanya Institute on these events.

*SA artist Dr Hugh Masekela performing with Dr Oliver Mtshudzi at the Inaugural Hugh Masekela Annual Lecture and concert*



*High level delegation from the 'Meeting of Minds' lecture series*



*The launch of Dr Richard Mopanya Institute for a Quarterly Think Tank at UJ*





### Website

In 2014, a key priority was to improve the quality and user experience of the UJ website. To this end, an independent user study was conducted. Its recommendations will be implemented further in 2015. A benchmarking exercise with peer institutions – Stellenbosch University, the University of Cape Town and the University of the Witwatersrand – was embarked on. A permanent position was created for a webmaster, who assumed duties in November 2014, to further ensure the integrity of the website. During the reporting year the UJ website gained the territory it lost in the Webometrics ranking in 2013.

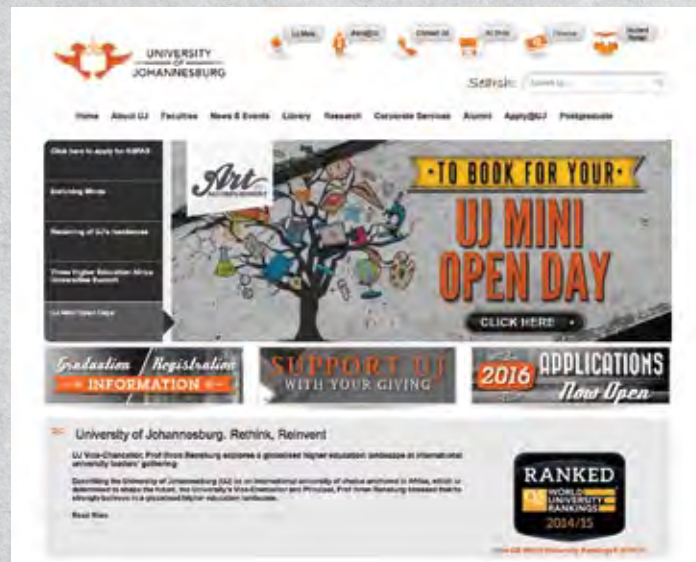
### Webometrics ranking

Year	World Rank	Africa Rank	SA Rank
Aug-13	1 749	16	10
Feb-14	1 594	17	9
Aug-14	1 204	14	9

During 2014, Strategic Communication was awarded three merit awards by MACE:

- Annual Report (external publication).
- U@UJ (internal staff publication).
- Media relations (media).

UJFM 95.4 won the Breakfast Show Presenter Award at the MTN Radio Awards and the Sports Journalist Award at the Gauteng Sport Awards.



## Alumni Relations

The singular aim of Alumni Affairs is to steward alumni who are supportive and engaged, encouraging them to contribute to the University and its resource base.

The Alumni Relations Department revitalised and relaunched the alumni and pre-alumni drive for the University in 2014. A paradigm shift from an administrative-intensive to a PR-based operation proved to be successful and both the quality and quantity of alumni engagement increased significantly.

The Alumni Database Administration, the backbone of alumni interaction, saw significant growth and is now an intelligent and effective database, managed with the customer relationship management (CRM) tool, DEVMAN. The database grew from 5 000 in 2013 to 94 000 in 2014.

An integrated communication strategy for alumni was developed and informed by the AoA campaign. During the Inaugural Alumni and Convocation Day hosted on 29 May 2014, the alumni marketing campaign,



*Generations of Accomplishment*, was launched. The following communication supported the campaign in 2014:

- Three *Generations of Accomplishment* newsletters.
- Generations of Accomplishment video (awarded a MACE merit award).
- Alumni website.
- UJFM 95.4 – weekly radio time slot.
- Social media.
- National radio advertisements.
- Digital communication.
- Brochures.

Significant advancement in stakeholder engagement was evident in UJ Alumni Relations during 2014. The section collaborated with UJ faculties and academic support departments to ensure renewed engagement with pre-alumni and affinity groups.

Interactions with UJ graduates proved particularly effective. The previously-marginalised heritage alumni from Rand Afrikaans University, Technikon Witwatersrand and Vista University were engaged and, although this proved challenging in 2014, it will be a key focus in 2015.

During the inaugural Alumni and Convocation Day more than 700 alumni interacted with the University through 24 affinity groups and seven inspirational talks, including the keynote speaker Adv Thuli Madonsela. A total of 2 533 alumni participated in UJ events throughout the year, while 42 influential alumni are now actively participating in UJ reputation building.

In the third quarter, UJ Alumni implemented research-based strategies to start addressing imbalances in the gender and racial demographic profiles of the alumni database. The strategies focused on structured and targeted results.



Alumni Day 2014



Alumni Day and Convocation held in May 2014



## Community Engagement

As an engaged University, one of UJ's strategic goals is to "add value to external constituencies through strategic initiatives and partnerships" by engaging in mutually-beneficial community partnerships. Community Engagement is one of the key pillars embraced by UJ for 2025, as part of the broader principal objective of an engaged university. UJ aims to contribute to the developmental challenges in our region and country, especially by producing quality social economic innovations.

A major accomplishment in 2014 was the growth of the UJ Student Volunteer Champion Programme (SVCP). Through the SVCP, UJ takes its rightful place as a caring and engaged tertiary institution. In addition, UJ students become responsible citizens making lifelong contributions to their communities and the country. The volunteerism is largely conducted with non-government organisations, non-profit organisations and community-based organisations whose projects are registered with the University. Projects involve all nine faculties, staff and students. During 2014, 8 514 volunteers proactively gave their time and skills to communities. This number far exceeds the target of 7 000 set by the Management Executive Committee (MEC).

Through the institution-wide Nelson Mandela Day initiative, UJ CE continues to make a major impact on its surrounding community. In 2014 a formal opening programme for Mandela Day was introduced for the first time. The event was attended by more than 1 000 participants, including staff, students and external partners. In addition, approximately 2 000 volunteers gave 67 minutes of their time to the three hospitals surrounding UJ – Helen Joseph, Charlotte Maxeke and Chris Hani Baragwanath – as well as at projects at the Brixton Kingston Frost Park and Westdene Dam Park. Community Engagement was awarded a MACE merit award for its Mandela Day activities.

The Art for Aids International project, the Train the Trainer Programme, was piloted and introduced to staff and students at UJ in the reporting year. It was well accepted and just under 100 internal stakeholders participated in the programme. The Art for Aids school programme also took place in February 2014, engaging six secondary schools in workshops.

\*The entire scope of the University's community engagement is contained in the Community Engagement Report in Section Nine of the Annual Report.

## Development and Fundraising



*UJ CE volunteer champions in action*



*Co-founder of Art for Aids International with CE volunteer champions*



*Above centre and below: Mandela Day activities*

The aim of the Development and Fundraising Office is to raise funds for UJ priority projects, facilitate core and faculty projects, manage the donor interface (including donor identification, cultivation and solicitation), coordinate the donor database and all stewardship initiatives and monitor and record all non-research-related donations to the University. The Office also assists the Registrar's Office in coordinating the activities of the Board of Governors meeting. During the second semester, the Strategic Relations Department joined the remit of Development and Fundraising to support the section with the identification, cultivation and solicitation of funds within the sphere of government, agencies and parastatals.

Fundraising was exceptionally successful in 2014. Coordinated by the Office, the institution saw R40 145 257 unencumbered donations paid and a further R39 675 000 unencumbered pledged, while overall donations saw a 33.6% increase.

#### Donor income – comparison 2012 to 2014

Year	Income	Trend
2009	R40 925 783	→
2010	R43 623 482	↑
2011	R55 587 777	↑
2012	R77 583 810	↑
2013	R54 213 394	↓
2014	R72 357 510	↑

The Development Office is aligned to all objectives within the strategic goal of global excellence and stature. Efforts to solicit additional funding towards the support of University flagship initiatives started in 2014. Raising funds for the flagship initiatives, together with the realisation of the Kresge-Inyathelo milestones, were the key strategic focus of the Office in 2014.

#### Doornfontein Redevelopment Project

BHP Billiton Energy Coal South Africa pledged R5 million towards this project and the first tranche of R2.5 million is expected in 2015. Sibanye Gold pledged R12.5 million over a three-year period and paid the first tranche of R4.5 million.

Samsung pledged a laboratory worth R5 million as a gift-in-kind, for which the contract has been signed and work is underway; this is expected to be completed in 2015. The MTN Foundation gave UJ 100 computers in aid of this project. The Scorecard to raise R20 million was thus achieved.

#### Increased bursary income

Engagements between UJ and the Sector Education and Training Authority were expedited in 2014. The collaboration with the Bursary Office resulted in bursaries raised and paid in 2014 to the amount of R5 858 996 (from Sibanye Gold, BT Global, Akeso Clinic, Josef Langerman, PPS, Canise Trade and Invest, Allan Gray, Barloworld, BHP Billiton, De Beers, IDC and Royal Bafokeng).

#### VC engagements

The Development Office facilitated engagements on behalf of the VC and other Executive Leadership members throughout 2014. These included dinner engagements at the VC's residence with Standard Bank, FirstRand, Anglo American and Northam Platinum, and an MEC engagement with the City of Johannesburg.

#### Kresge-Inyathelo Advancement Initiative (KIAI)

UJ was one of only two institutions which received the challenge grant of R551 000 after meeting all milestones in 2013. Five new milestones were agreed upon between UJ and Inyathelo-Kresge in 2014. Milestones included donor identification and cultivation, donor solicitation, stewardship, and ongoing staff training as part of capacity development.

The *UJ Perspectives* book, highlighting UJ's rise to prominence in the last decade, won a merit award at the 2014 MACE Awards



From left: Prof Roy Marcus and Prof Ihron Rensburg at the launch of the 'UJ Perspectives' book

## Arts and Culture

UJ Arts and Culture produces and presents world-class student and professional arts programmes. These are aligned to the UJ vision of being an international University of choice, anchored in Africa, dynamically shaping the future.

A robust range of arts platforms are offered for students, staff, alumni and the general public; arts venues present the best of South African and international performances, concerts, exhibitions, conferences and other cultural activities. Emerging and established Pan-African and international artists are drawn from the full spectrum of the arts.

The footfall for UJ Arts and Culture activities (direct and indirect) was in the region of 145 000, with audiences for activities produced by UJ Arts and Culture accounting for 40% (58 000) of the total figure. The remaining 87 000 attended activities hosted by Arts and Culture. By the end of 2014, UJ Arts and Culture had produced, or hosted, a total of 112 events (where an 'event' may be defined as once-off or running for several weeks).

Facilities include the UJ Arts Centre located on the Kingsway Campus, which comprises the 436-seater UJ Arts Centre Theatre, the Art Centre Gallery and collection (distributed in offices, public spaces and store rooms and comprising 1 509 works valued at R49 393 333), dance studios and choir rooms, as well as the Experimental Theatre on the Kingsway Campus and the 180-seater Con Cowan Theatre and dance studios on the Bunting Road Campus. These venues also serve as receiving houses for professional South African and international productions, concerts, exhibitions and conferences. Practical experience, performance opportunities in a range of genres and community engagement initiatives are available to UJ students, staff, alumni and the general public on all four campuses.

During 2014, the footfall for UJ Arts and Culture activities (direct and indirect) was in the region of 145 000, with audiences for activities produced by UJ Arts and Culture accounting for 40% (58 000) of the total figure, and the remaining 87 000 attending activities hosted by UJ Arts and Culture.

By the close of the period under review, UJ Arts and Culture had produced and hosted a total of 112 events (where an "event" may be defined as once-off or running for several weeks) as follows:

### PRODUCED

- 19 student programmes
- 4 student and professional projects
- 6 professional exhibitions
- 6 professional productions

(sub-total: 35)

### HOSTED

- 20 Advancement and other UJ internal events
- 7 Student Affairs and SRC events
- 12 events by partners
- 38 events by external partners

(sub-total: 77)

**The footfall for UJ Arts  
and Culture activities  
(direct and indirect)  
was in the region of  
145 000**

Arts and Culture





*Marat/Sade*



*Finalists of the 'UJ So You Can Dance' competition*



Aligned to UJ Alumni's Generations of Accomplishment campaign, Arts and Culture also presented its very first all-star UJ Alumni production *pppeeeaaaccceee* by Darren O'Donnell featured UJ alumnus, Matt Counihan.

*'pppeeeaaaccceee'*



## PERFORMING ARTS

The 2014 Performing Arts Programme was an articulation and iteration of the UJ Strategic Plan 2025 curated in line with the guiding principles of UJ Advancement. Multidisciplinary, multi-faceted and multi-plural. The programme was entitled *REVOLUTION MMXIV* and was compiled both as a celebration of 20 years of freedom in South Africa, as well as a meditation on the ideas and ideals of freedom from a global perspective.

At centre-stage, as the lead student production at the heart of the 2014 Programme, was *Marat/Sade* directed by Alby Michaels and presented in homage to the French Revolution.

The new *UJ, can you dance?* competition was presented in partnership with The Forgotten Angle Theatre Collaborative (FATC) with the aim of excavating, nurturing and showcasing the dance talent of students on all four campuses. Engineering student, Tumelo Letsheko, was crowned winner of the *UJ, can you dance?* competition following the final round of the competition in the UJ Arts Centre Theatre. Letsheko expressed his passion for dance during his acceptance speech and acknowledged UJ Arts and Culture for creating spaces and places where UJ students can nurture and develop their natural talent.



## CHOIR

The 2014 Choir comprised students from all four campuses, with representation from members not studying at the Auckland Park Kingsway Campus being marginally higher than previous years. The Choir performed at 23 concerts and performances, as well as 20 graduation ceremonies, in 2014.

The repertoire for 2014 included works of contemporary international composers such as Lauridsen, Joshua Shank, Ivo Antognini, as well as young and upcoming South African choral composers such as Franco Prinsloo and Niel van der Watt. A strong African flavour was added by Sidumo Jacobs, ensuring variety and inclusion of styles. Choir workshops and shared concerts with international choirs proved to be highlights on UJ's cultural calendar.

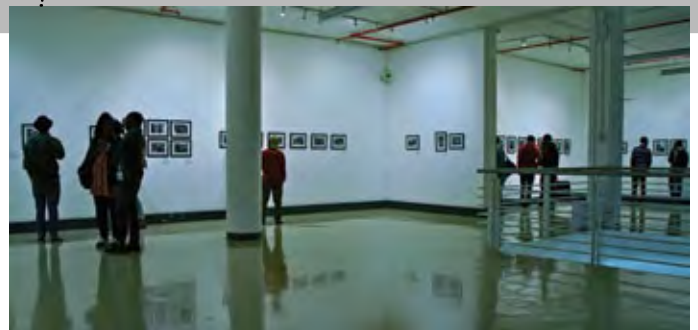


## Art collection

The value of the collection comprising 1 509 works increased by roughly 10% to R49 284 650 against the 2013 valuation of R44 903 030. The conservation of the artworks continues to be addressed through framing, restoration, an annual inventory and relevant insurance. Research on the collection was conducted with a view to creating a website. Two works were donated and one work was acquired during the period under review.

## Exhibitions

A total of 257 artworks by 32 South African artists, including Sandile Zulu, Georgia Papageorge, Wim Botha, Diane Victor, Christian Diedericks, Jackson Hlungwani, Paul Molete and Conrad Botes, were presented in six exhibitions featuring Baylon Sandri (Smac), two MTN curators, Nessa Leibhammer (former JAG) and Prof Karen von Veh (UJ FADA) as curators. The value of these artworks was R11 731 250. Keynote speakers at openings included Christopher Spring, curator at the British Museum; Prof Federico Freschi, Prof Brenda Schmähmann, David Paton (FADA); Baylon Sandri, international curator; and Theo Kleynhans, Aardklop curator.





## Internationalisation

Internationalisation at UJ entails the cultivation of an international environment on campus and the academic curriculum. Crucial to the mandate of Internationalisation is the development of international partnerships and the implementation of international collaborations involving research, student and staff mobility.

During 2014, Internationalisation participated in twelve exhibition and information sessions as part of the strategy to market the University and leverage on the brand awareness for its recruitment campaign. In 2014, Internationalisation ventured into South America, by exhibiting in three cities in Brazil and also visiting Abu Dhabi and attending the QS Maple Conference and Exhibition. Another key focus for stakeholder engagement in 2014 was with BRICS countries. The UJ Executive visited China in June 2014 to sign an agreement with Hanban and Nanyang Technological University for the launch of the Confucius Institute. UJ's student recruitment strategy for 2014 included trips to Brazil, China and India. This further solidified UJ's commitment to the broader BRICS partnership.

As UJ becomes more visible globally, the University attracts more potential partners, continuing its tradition of offering warm hospitality to international guests and delegations. Some of the best universities around the world congregated at UJ when UJ and Nanyang Technological University jointly hosted the Middle East and Africa Professional Leaders in Education conference on the QS platform.

In addition, UJ hosted 29 engagements from notable institutions and countries across the globe, including with Plateau State University, Ryerson University, Nanyang Technological University, South China Normal University, South Carolina University, Laurea University and the Beijing Institute of Technology. During these engagements collaborations were discussed and embarked on. International engagements also included delegations from various countries such as Iraq, Somalia, Taiwan and Ireland. During 2014, the Irish President delivered an address to UJ students on the Soweto Campus.

Specific focus was given to African partnerships in 2014 in line with UJ's aim to become the Pan-African epicentre for critical intellectual inquiry and scholarship. In this regard significant partnerships were discussed and formed with African universities, including Plateau State University, the University of Ghana Legon and Kwame Nkrumah National University of Science and Technology (KNUST).

Relationships with governments, especially in Africa, continued to grow, contributing towards the UJ connectedness to the continent, as well as to potentially growing funded student numbers, in line with the University's thrusts, vision and mission.

Please see Section Fifteen of the Annual Report for further details.

2014 was a seminal year for the Institutional Advancement Division and a new strategic direction was embarked on by all sections to align to the University Strategic Plan 2025.

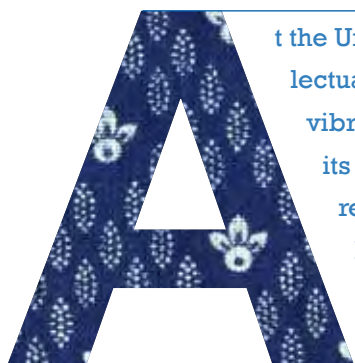
The AoA Marketing Campaign and Communication Strategy focus started building UJ's global excellence and stature positioning internally and nationally, with some international focus. Alumni Relations was revitalised and alumni interactions with the University increased markedly. Community Engagement has exponentially increased the notion of volunteerism and civil society among UJ internal stakeholders. Development and Fundraising, through their engagement with donors, has solicited 33.6% more donations than in 2013. Arts and Culture has realigned their programme to robustly create a preferred student experience among UJ students, while building further interest among external stakeholders.

UJ will be celebrating its tenth year of existence in 2015 and the many accomplishments of the last decade will be accentuated to further position UJ as an institution of global excellence and stature. To this end, an engaging, ongoing programme will be presented by the entire Division to internal and external stakeholders.

The focus for 2015 for integrated marketing communications will be on growing international coverage and therefore assisting in carrying out the global excellence and stature message to the international market. Relationships with national and international media houses will be vigorously fostered, and internal communications will be strengthened and streamlined as a platform for boosting institutional interactions and positioning UJ with external stakeholders.

Student Marketing will reposition itself towards a completely new way of marketing to grow quality student applications as a priority in and after 2015. Alumni Relations will engage strongly with heritage institutions' alumni, and, in conjunction with Development and Fundraising, will launch the Alumni Giving Fund. Development and Fundraising will further broaden and enrich UJ's funder/donor networks to enhance funding opportunities for specific projects and a vigorous drive will solicit financial support in cash and in-kind from existing and new funders. New attention will be given to a stewardship programme with a focus on loyal and current donors.

# Transformation



At the University of Johannesburg (UJ), transformation is woven into the social, intellectual and structural fabric of the institution. Its character and identity reflect the vibrancy and the social, ethnic and class diversity of the Johannesburg metropolis; its students and employees are as diverse as the society it serves. The University recognises both the internal and external challenges that this diversity creates, but also the many opportunities it presents to establish and to sustain a process of transformation that will result in positive social change and the full embodiment of the democratic values of the Constitution in the institution.

The Council, management and Senate of the University have pursued a transformation agenda since its inception and continue to do so. The University leadership, as the most important component of an institutional culture, is committed to leading the transformation process within the University and thereby to contributing to the creation of future leaders for a diverse and democratic society.

## Institutional Transformation Plan (ITP)

The Institutional Transformation Plan (ITP) was developed and approved by Council in 2011. In 2014 the ITP was aligned with the new strategic objectives for 2025. In this plan, transformation is defined as “an ongoing, dynamic and qualitative process to enhance the development of knowledge for responsible citizenship”. The UJ Institutional Transformation Plan has five themes: institutional culture; transformational leadership, governance and management; academic excellence; employment equity; a student-centred and caring institution.

## Institutional Culture

The institutional culture can be seen as ‘the way we do things’ at UJ. It includes our values, customs, practices and norms. The objective is to build and sustain a culture that is conducive to enhancing the strategic objectives of the University. Given the centrality of institutional culture to transformation, the majority of the work of the Transformation Unit seeks to address and transform the institutional culture of UJ.

### Culture Index

An Institutional Culture Survey has been conducted every two years since 2008. The results of the 2012 Survey indicated that the University had dealt effectively with the merger-related issues. Developing a new Institutional Culture Survey was a priority for the Transformation Unit in 2014.

The following results were highlighted:

- Across the University, the results showed that UJ staff felt a strong connection to the University and to academic life in general.
- A high percentage of respondents supported the UJ values, mission, vision and strategic objectives. More staff members supported the vision, mission and values than those who actually knew what these values were, or were striving to advance the mission, vision and strategic objectives. It was evident that some staff still interacted with these important matters in a ‘passive’ manner and that they were not yet embedded in many staff members’ daily activities at UJ.
- Overall, the survey’s results showed that UJ staff acknowledged that special events were celebrated, especially when they were well promoted.
- Close to 80% of all staff enjoyed being at work, felt proud to be working at UJ, and promoted UJ as an employer of choice.
- The majority of staff (78%) said that they had the required equipment to do their daily work.
- Work-related conversations took place in a language that staff were comfortable with (75%).
- Diversity was actively promoted at UJ and members of staff acknowledged that UJ’s core business was enhanced by a diverse staff complement.
- Staff reported that they were being treated with respect by their colleagues.
- Staff also acknowledged that values such as independent thinking, creativity and academic freedom were also highly valued at UJ.

# CREATING A UNIVERSITY THAT IS CHARACTERISED BY DIALOGUE IN A SPIRIT OF OPENNESS AND TRANSPARENCY

## Open Conversations

The Transformation Unit hosted various Open Conversations in 2014. 2014 was a year of reflection for South Africans, reflecting on the successes of the past twenty years of South African democracy. The reflection also included voicing some of the challenges that the country was still facing. As a crucial role player, HESA requested that the higher education sector would do the same during the months of April to July 2014. The University of Johannesburg responded to the call from HESA and presented a series of activities around this theme.



Open Conversations talk

## Annual Colloquium

The purpose of the 2014 Colloquium was to continue the national debate on transformation issues in learning and teaching. The discussion was led by respected scholars in the field. Prof Crain Soudien, Deputy Vice-Chancellor responsible for Transformation and Social Responsiveness at the University of Cape Town, gave a keynote address on *Higher education landscape: implications for teaching and learning*. His address painted a very clear picture of issues that the higher education sector is grappling with, particularly around transformation. Prof Brenda Leibowitz, Chair of Teaching and Learning at UJ, continued the discussion by addressing the topic *Issues of social justice in teaching and learning*. In addition, Ms Kibbie Naidoo and Ms Vanessa Merckel from Academic Development and Support facilitated a discussion on *The curriculum and classroom experience*.



Seminars hosted by the UJ Transformation Unit

## Annual Staff Day

The Transformation Unit hosts an annual Staff Day, with the aim of creating cultural integration and promoting diversity among the employees of UJ. Furthermore, it creates an atmosphere where every member of staff, regardless of their level, can experience a sense of belonging in the wider UJ context. The month of May is chosen to link Staff Day to Workers' Day.

The 2014 UJ Staff Day was held on 30 May 2014 and was attended by approximately 1 500 staff from different faculties, divisions and units of UJ. The programme featured the Vice-Chancellor, Prof Ihron Rensburg, who reflected on the ten years of UJ's existence and also shared the new vision going forward. Staff participated in different activities and sport events.



UJ mascot at Staff Day

## Annual Diversity Week

The UJ Diversity Week took place from 15 to 19 September 2014. The theme was "Remember and Reflect". The theme was chosen to continue with our focus on 20 years of democracy and ten years of excellence. The format of the 2014 Diversity Week was different from that of previous years as the programmes were available on all four campuses and students were included. The purpose of Diversity Week, broadly speaking, is to broaden the understanding of diversity and inclusiveness, and to promote mutual respect and social cohesion. The activities planned for this week were meant to foster a culture of conversation or dialogue within the UJ community in order to create an inclusive social experience. The programmes also included emphasis on HIV/AIDS, People with Disabilities (PWD), language, culture, xenophobia, human rights and much more.



International Festival 2014



### Fostering multilingualism

The Language Unit regularly engages other units, departments and working groups across the country to further language transformation.

The Language Unit's 2014 Language Awareness Campaign was launched with the International Mother Language Day Celebration on 21 and 24 February 2014. The focus of this day was threefold: to launch the Language Unit's quadrilingual website and blog (a unique development worldwide), and to hold the Totemic Praise Performance and Reading Competition (Bopanang Primary and Orlando West Primary) and the PanSALB Roundtable discussion.

Multilingualism is also being promoted in academic programmes at UJ. Students from the Faculty of Law have chosen Northern Sotho and Zulu as an elective in their degree. In the Faculty of Education, it is compulsory for the Foundation Phase and Intermediate Phase Education students (who study at the Soweto Campus) to include either South Sotho or Zulu in their programmes. The Radiography, Nursing, Podiatry and Emergency Medical Care students in the Faculty of Health Sciences (at the Doornfontein Campus) all do a basic Zulu language acquisition course.

### Leadership that matters

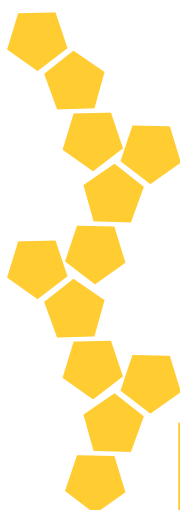
#### The Vice-Chancellor's Leadership Development Programme (VCELDP)

The Vice-Chancellor's Executive Leadership Development Project was implemented in 2014, with the GIBS Institute as service provider. A group of 31 members participated in the project: 23 ELG members and eight promising female leaders specifically identified for further development. The programme consisted of three study blocks. The first Study Block took place on the GIBS Campus from 6 to 8 February 2014. The second Study Block, the international component, took place from 22 to 30 March 2014 and 26 April to 4 May 2014. The group was divided into two cohorts and each cohort visited the University of Hong Kong, City University, National University of Singapore, HKUST, Shanghai Jiao Tong University, Fudan University, Nanyang Technological University (NTU), University of Singapore in Asia.

Workforce demographics are used to provide an overview of UJ's progress with regard to employment equity. The statistical analysis on workforce movement is submitted on a monthly basis to executive management for monitoring and trend analysis in terms of meeting employment equity targets. The Effective and Efficiency Reports to MEC have assisted in informing decision making on aspects such as academic profile and attraction and retention of key academics, particularly black academics, women and people with disabilities.

#### Permanent and fixed-term EE profile of faculties and divisions as at 31 December 2014

Employment Category	Black		White		Foreign National		Total	
	Head-count	Proportion	Head-count	Proportion	Head-count	Proportion	Head-count	Proportion
Academic and Support Staff in Faculties	681	43.54%	726	46.42%	157	10.04%	1 564	50.02%
Support Staff in Divisions	1 174	75.11%	377	24.12%	12	0.77%	1 563	49.98%
<b>Total</b>	<b>1 855</b>		<b>1 103</b>		<b>169</b>		<b>3 127</b>	<b>100</b>
Proportion of Institutional Total	59.32%		35.27%		5.40%		99.99%	



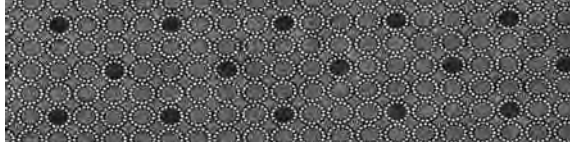
Our commitment to enhancing the diversity of staff is reflected in the institutional employment equity (EE) targets. In 2014, appreciable progress was recorded in realising the EE targets defined in the UJ EE Plan. The target set for 2014 was to have a black academic staff complement of 36%. This has not been met as we are at 35.37%. The target set for overall new black appointments was 60% and was surpassed by employing 64.56%. The target for the appointment of new black academic staff was set at 60%. The outcome was 64.56%. While existing initiatives will be strengthened through the review of EE targets in faculties and divisions, there will be a stronger focus on women, black and disabled staff.

Possible reasons why the 36% target was not met, in spite of success in new black appointments, include:

- The higher percentage of Foreign National Academics (21.43%) appointed;
- The attrition rate: the overall attrition was 52 academic terminations and 51 academic resignations. Of these separations, 13 were black academic terminations and 16 black academic resignations. As discussed below, increasing attention is being paid to staff retention.

In the next decade, the UJ Transformation Agenda will focus more strongly on epistemological transformation, addressing the challenges of historical legacies of intellectual colonisation and racialisation. The recent transformation challenges expressed by students from other South African universities have put enormous pressure on UJ to finalise its project towards the renaming of residences, and this will receive priority in the current academic year. Emphasis will also be placed on the cultural practices that are deemed hurtful, and to that effect, a change leadership project for residence life and residence leaders will be prioritised. These projects are intended to create an enabling institutional culture and environment, which is a necessary condition for academic freedom. Our efforts in addressing these issues will be much more radical and will put more emphasis on creating an institutional and academic culture that is inclusive and contributes towards social cohesion, and is appreciative of diversity of class, gender, sexual orientation, language, religion, nationality, etc. But, at the same time the culture should provide the University community with opportunities to explore epistemologies, theories, questions and methodologies that have not been part of the intellectual discourse and writings in the past.

During 2015, more emphasis will also be placed on the monitoring and evaluation of transformation in the University and on ensuring that all themes within the Institutional Transformation Plan receive the same level of attention. This will require a collaborative approach that will include all faculties and divisions.



# STUDENT AFFAIRS



**DR ROSELINE LAKA-MATHEBULA**  
EXECUTIVE DIRECTOR: STUDENT AFFAIRS

During 2014, Student Accommodation and Residence Life (SARL) focused on the admission and placement of students in residences, residence life, residence operations, vacation accommodation and accredited off-campus student accommodation. The SEJS Unit was responsible for conducting preliminary investigations into complaints or reported cases; taking corrective action through alternative dispute resolution measures such as discipline through dialogue, conflict resolution as well as reparation; and taking corrective action through formal disciplinary hearings and ensuring that the sanctions were implemented correctly. The Unit also coordinated Student Ethics (SE) programmes aimed at promoting a culture of ethics among students. Finally, SLG was responsible for coordinating student development activities and providing administrative support to student structures such as the Student Representative Council (SRC), student societies, RAG, the UJ Observer, as well as general student development programmes.

In 2014, the strategic focus of Student Affairs was on Strategic Objective 4: "Enriching student-friendly learning and living experience". However, Student Affairs also contributed towards the achievement of Strategic Objectives 1, 2, 3 and 5.

## Excellence in research and innovation

Student Affairs supported the objective of creating excellence in research and innovation by providing world-class accommodation to postgraduate students and postdoctoral fellows. Seven hundred and ten postgraduate students, including postdoctoral fellows, were housed in UJ residences. The 14% of postgraduate students (including postdoctoral fellows) in residences was higher than the 12% achieved in 2013. This was as a result of the renovation of six identified residences into dedicated postgraduate accommodation. As part of this initiative, the Academic Accommodation Project to renovate 67 rooms at Broadcast Court and five houses off campus started in 2014.

In order to promote academic integrity among postgraduate students, 2 500 copies of the year calendar, which contains academic rules and regulations, were distributed to postgraduate students through the Postgraduate Centre. A brochure about plagiarism and related ethical conduct in research was compiled and distributed to 2 000 postgraduate students before the end of the second semester. In addition, the Plagiarism Policy was emailed to 2 500 postgraduates. The Internationalisation Office was requested to distribute 50 posters and 500 pamphlets to international students.

Postgraduate students (100 students) participated in various programmes of SLG, e.g. the Women of Worth Seminar and two Town Hall discussions. Twenty-five postgraduate students also participated in student leadership positions in student structures such as the SRC, student societies, RAG and the *UJ Observer*.

## Excellence in learning and teaching

In an effort to support the University's strategy to improve student success rates and student retention, SARL made strides to implement the targets set by the Admissions and Placement Policy in terms of accommodating first-year students within University residences. UJ had the capacity to accommodate 35.7% (17 894) of enrolled students on and off campus. This was an improvement on the 31.8% of 2013; however, off-campus accommodation still accounted for 63% of the available accommodation. In total, 17 355 students, which was a 2.2% increase

**UJ HAD THE CAPACITY TO ACCOMMODATE 35.7% (17 894) OF ENROLLED STUDENTS ON AND OFF CAMPUS. THIS WAS AN IMPROVEMENT ON THE 31.8% OF 2013; HOWEVER, OFF-CAMPUS ACCOMMODATION STILL ACCOUNTED FOR 63% OF THE AVAILABLE ACCOMMODATION.**





on the 2013 figure of 16 972, were accommodated in 2014. On-campus residences, which were in great demand, had a high occupancy rate of 99.75%. The unoccupied rooms were de-commissioned for renovation into postgraduate rooms. Occupancy in off-campus accommodation was also high at 95.22%.

First-year students made up 29% of residence students, which was an improvement on the 27% achieved in 2013 and is well on its way to reaching the 35% target set for 2015. There was no change in the international student numbers which accounted for 5% of all residence students. Twenty-five students living with various disabilities were accommodated in UJ residences.

The residence demographics in 2014 were still far from reflecting the University demographics as white students were 4% (against the expected 11%) of residence students, Indians were 1% (against 3%) and coloureds were 1% (against 3%).

	Category	Number
Applications for residence	Total number of applications for residences	17 650
On-campus accommodation	Total number of beds available in on-campus residences	6 604
	Total number of beds occupied	6 539
Off-campus accommodation	Total number of beds available in accredited off-campus accommodation	11 289
	Number of off-campus beds occupied	10 750
Distribution of residence students per level of study	Number of first-year students in residences	1 943 (29%)
	Number of senior students in residences	3 676 (56%)
	Number of postgraduate students in residences	920 (14%)
Distribution of residence students per origin	Number of local students in residences	6 212 (95%)
	Number of international students in residences	327 (5%)

## Enriching student-friendly learning and living experience

Student Affairs created an enriching learning and living experience through the provision of programmes and services that supported students through the student life cycle, established learning and living communities, and promoted a responsible and respectful student culture and ethos. The main objective was to provide students with an environment that is nurturing and supportive of their academic endeavours, and provides a wide range of extra-curricular activities to meet their needs and interests, and foster their all-round development. SARL piloted the Learning and Living Communities (LLC) concept at two residences at APK. A sport learning and living community was established at Afslaan, while an academic LLC was started at Sophiatown with the allocation of students from the Faculty of Economic and Financial Sciences to this residence.

The Residence Academic Advising (RAA) Programme was expanded by recruiting 234 advisers, 202 of whom were active throughout 2014. These RAAs provided guidance and support to 1 616 first-year residence students who participated in the RAA programme. The success rate of first-time entering undergraduate students in residence in 2014 is 4% higher than those not in residence; however, this gap is much lower than the 5.6% seen in 2013. On the other hand, the success rate of first-time entering female undergraduate students in residence increased by 0.5% in 2014 to 88.7%, while the success rate for the male counterpart declined by a significant 2.2% to 80.7% in 2014 from 82.9% in 2013.

#### First-time entering undergraduate success rate per residence status and gender

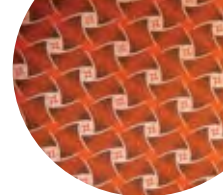
	2010	2011	2012	2013	2014	Rate Difference 2014 to 2013
<b>Non-residence students</b>	73.9%	75.1%	79.2%	80.2%	81%	0.8%
<b>Residence students</b>	84.1%	84.1%	84.3%	85.8%	85%	-0.8%
<b>Female</b>	85.2%	85.2%	88.2%	88.2%	88.7%	0.5%
<b>Male</b>	82.9%	82.9%	83.3%	82.9%	80.7%	-2.2%
<b>Total</b>	75.1%	76.5%	80%	81.1%	81.6%	0.5%

Student Affairs continued to partner with UJ Sports, Arts and Culture, the International Office, Occupational Health and Safety, Protection Services, Academic Development and Support, the Centre for Psychological Services and Career Development (PsyCaD), the Institutional Office for HIV/AIDS and the Campus Health Clinic.

Student Affairs continued the partnerships with the City of Johannesburg's Urban Development Department; surrounding Johannesburg communities like Auckland Park, Rossmore, Melville and Brixton; the City of Johannesburg's Ward 69 Councillor, the South African Police Services (SAPS) and the various accredited off-campus accommodation providers. These partnerships focused mainly on off-campus accommodation, as well as ensuring that UJ students were safe in and around the campuses.



UJ cheerleaders



# SPORT

In addition to its focus on campus sport (both sport participation and sport excellence) for current students, UJ Sport makes a substantial contribution to maintaining and building relationships with alumni through sport.

## *Biokinetic Clinic*

The highlight of the year was the commencement of construction of an Aquatic Centre. When completed in 2015, it will be a state-of-the-art aquatic rehabilitation facility in Gauteng.

In 2014, we continued our collaboration with external stakeholders, such as the Physiotherapy Department of the Netcare Milpark Hospital, Wits Biokinetic Department, the Donald Gordon Medical Centre, and the Bryanston branch of the Parkinson's Association of South Africa. In collaboration with the Donald Gordon Medical Centre, the Biokinetic Clinic established itself as a leading centre for the treatment of chronic neurological diseases, especially Parkinson's disease, thus enriching the WIL environment for students. The Biokinetic Clinic was also active in the field of research, with Irena Nowak presenting a paper at the International Biokinetic Congress in Stellenbosch. An innovative research project involving Parkinson's patients who have undergone a deep brain stimulation was registered this year. In October, Irena Nowak commenced the first UJ Biokinetic doctoral study related to this neurological rehabilitation.

## Student participation in sporting codes

Sport Code	Number of Club Teams	Number of Club Players	Internal League Teams	Internal League Players
Athletics	1	268	21	552
Basketball	4	61	4	48
Chess	0	233	24	148
Cricket	4	51	4	44
Football	5	137	37	925
Golf	2	43	0	0
Hockey	10	180	19	266
Judo	0	4	0	0
Karate	2	11	0	0
Netball	6	70	42	420
Rowing	4	36	0	0
Rugby	11	425	11	308
Squash	9	141	19	152
Volleyball	6	18	0	0
SWC	3	71	8	240
<b>Total</b>	<b>65</b>	<b>1 706</b>	<b>189</b>	<b>3 103</b>

## *Varsity sports codes*

In 2014, UJ managed to reach medal positions in 74% of our University Sport South Africa (USSA) event participation.

This was a slight improvement from the 2013 results.

In terms of Varsity Sport competitions, we had a very good 2014, with hockey winning gold, football silver and athletics bronze. Netball and rugby, however, did not perform in line with expectations.



# HIGHLIGHTS

## SPORTING ACHIEVEMENTS BY CURRENT STUDENTS AND ALUMNI

### 3 medals Commonwealth Games

- SILVER, BRONZE – LONG JUMP
- GOLD – TRIPLE JUMP

### 9 medals African Athletics Championships

- GOLD, BRONZE – TRIPLE JUMP
- GOLD, SILVER AND BRONZE – LONG JUMP
- GOLD – HIGH JUMP
- BRONZE – SHOT PUT
- GOLD – POLE VAULT
- SILVER, BRONZE – LONG JUMP
- GOLD – TRIPLE JUMP

### 2 medals World Cup of Athletics

- SILVER – TRIPLE JUMP
- BRONZE – LONG JUMP

### Winning Varsity Sport Hockey (Men)

### Winning Centrale Rugby Sevens in Paris, France

### Finalist in Varsity Sport Football

### Winning USSA: hockey, squash, cross country, beach volleyball and supapool,

### Provincial League Winning Performances: cricket, rugby, hockey, netball, squash and athletics

## SSD CLUB

A TOTAL OF **FIVE GOLD** AND **TEN SILVER MEDALS** WERE WON BY SIX ATHLETES.

### Athletics

- Chenelle van Zyl set a new South African and African record in the 100 m.

### Blind judo

- Gold in the National Championships
- Silver in the open (senior) age group
- Two Bronze medals in the u/81 kg at USSA Judo Championships
- Bronze medal in the u/81 kg at the South African Judo Championships
- Represented South Africa at the International Blind Sport Association (IBSA) World Judo Championships

### Swimming

- Seven medals (one Gold and six Bronze) at the SASAPD National Championships
- One Gold and seven Bronze medals at the Senior National Championships in Durban

### Para-Rowing (HP Centre)

- 2014 Team of the Year award from Gauteng Sport and Recreation
- 2014 World Championships in Amsterdam at the end of August 2014

### Wheelchair Tennis (HP Centre)

- Our wheelchair tennis players are ranked second, fifth and 15th in the world respectively
- Gauteng Sports Awards function – Holger Losch, the national coach, received the Coach of the Year Award, while Lucas Sithole and Kgothatso Montjane were announced Sportsman and Sportswoman of the Year (with a disability) respectively.

### Triathlon and Iron Man

- Pieter du Preez, a UJ alumnus and member of the UJ Club SSD completed the full Iron Man Competition in Western Australia. He is the first athlete with a severe disability (quadriplegic) to complete a full triathlon/Iron Man Competition.



*UJ sport lecture*

# Human RESOURCES

The year 2014 saw the many international scholars being attracted to UJ either as distinguished professors or distinguished visiting professors. Our national talent searches have attracted many National Research Foundation (NRF)-rated researchers. These initiatives have added to an existing pool of highly-competent staff to position UJ to become globally competitive.



**DR MALA SINGH**  
EXECUTIVE DIRECTOR: HUMAN RESOURCES

UJ placed an emphasis on talent attraction and retention in 2014. In the ongoing effort to align UJ talent management strategies, a Talent Management (TM) Framework was designed in line with the Global Excellence and Stature (GES) initiatives, more specifically with reference to executive management, senior management, academic management and other mission critical positions (inter alia academics who are close to retirement, top talent in the operations environment, etc.). As part of the change management and consultation processes, monthly roadshows were conducted, informing faculties and divisions about the TM Framework. A talent management project plan that defines the key talent management processes has been developed for implementation in 2015.

An invigorating induction programme was launched in 2014, with over 86 members of staff attending. Additionally, the Vice-Chancellor and Principal hosted a staff tea with all newly appointed staff where key strategic initiatives were shared and a platform for active engagement was created.

In 2014, appreciable progress was recorded in realising the EE targets defined in the UJ EE Plan. The target set for 2014 was to have a black academic staff complement of 36%. This has not been met as we are at 35.37%.

The UJ workforce increased from 3 029 to 3 127 (3.24%). The academic workforce increased by 8.50% from 1 024 to 1 111 and the support staff complement increased by 0.55% from 2 005 to 2 016. The ratio of academic to support staff is 1:1.8. The UJ staff turnover rate for 2013 was 13.4% and this decreased to 8.82% in 2014, which is below the projected benchmark of 10%.

The target set for overall new black appointments was 60% and at 64.56% this was surpassed. The target set for foreign nationals was 10% and UJ surpassed this by employing 13.41%. The target for the appointment of new black academic staff was set at 60%. The figure attained was 64.56%. While existing initiatives will be strengthened through the review of EE targets in faculties and divisions, there will be a stronger focus on women, black and disabled staff.

HR fulfils an important role in supporting the GES initiatives of UJ. HR coordinates the recruitment and appointment of GES appointees, namely, distinguished professors (DPs), distinguished visiting professors (DVPs), assistant lecturers (ALs) and senior tutors. During this period, 29 GES offers were made, of which 20 were accepted (three DPs, 16 DVPs, one Institute Director).

The year 2014 saw major amendments in labour legislation, most notably to the Employment Equity Amendment Act (the EEA) and the Labour Relations Amendment Act (the LRAA). As a result, a proactive review of procedures in the appointment of non-standard employment categories was conducted and the risks to the institution were highlighted in order to ensure compliance with the amended legislation.

The capacity of UJ to meet its goals in terms of research, learning and teaching and community engagement is linked with the academic profile of staff. In this regard, UJ surpassed its 2014

29

GES OFFERS WERE  
MADE, OF WHICH

20

WERE ACCEPTED



target and has 444 members of academic staff with master's and 452 members of academic staff with doctoral degrees.

Succession management and the creation of a diverse Executive Leadership Group (ELG) were important priorities for 2014. In this regard, a number of executive recruitments took place. These were as a result of retirements, contract terminations and the reorganisation of portfolios. In addition to new appointments, contract reviews and subsequent renewals based on a track record of excellent performance were undertaken for the Vice-Chancellor and Principal, Deputy Vice-Chancellor: Academic, deans of three faculties (Management, Education and Health Sciences) and three executive directors, namely ICS, Library and Internationalisation.

#### Number of permanent and fixed term instruction staff with master's and PhDs

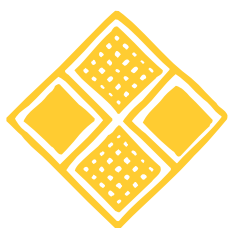
	2013 YTD December Accumulative	2014 YTD 31 December Accumulative
<b>Faculties</b>		
<b>Doctoral degrees</b>		467
Academic		452
Support staff		15
<b>Master's degrees</b>		474
Academic		444
Support staff		30
<b>Divisions</b>		
<b>Doctoral degrees</b>		37
Academic		15
Support staff		22
<b>Master's degrees</b>		111
Academic		20
Support staff		91
<b>Totals</b>		
<b>Doctoral degrees</b>	441	504
<b>Master's degrees</b>	441	585

#### An international profile for Global Excellence and Stature

In support of the Global Excellence and Stature (GES) initiatives, the HR Division plays a supportive and coordinating role for recruitment and appointment of GES appointees, namely DPs, DVPs, ALs and senior tutors. In support of the projects, HR, in collaboration with the Advancement Division, rebranded adverts in line with global and international standards. The platforms used for recruitment were also improved to include social media (LinkedIn), Global Academic Jobs (global academic website) and Times Higher Education. The Times Higher Education advert yielded good exposure to international candidates, as was evidenced by the pool of applicants for DP and DVP posts. This is, however, an expensive option. Through this process, the net was cast wide and it ensured that high-calibre staff were made aware of positions available at UJ.

To date, the MEC has approved:

- **23** GES appointments, (four DPs and 18 DVPs and one director of an institute) out of a total of 78 applications, of which four are current UJ staff members;
- **48** AL appointments;
- **89** senior tutor appointments.



#### Permanent and fixed-term EE Profile of faculties and divisions as at 31 December 2014

Employment Category	Black		White		Foreign National		Total	
	Head-count	Proportion	Head-count	Proportion	Head-count	Proportion	Head-count	Proportion
Academic and support staff in faculties	681	43.54%	726	46.42%	157	10.04%	1564	50.02%
Support staff in divisions	1174	75.11%	377	24.12%	12	0.77%	1563	49.98%
<b>Total</b>	<b>1855</b>		<b>1103</b>		<b>169</b>		<b>3127</b>	<b>100</b>
<b>Proportion of institutional total</b>	<b>59.32%</b>		<b>35.27%</b>		<b>5.40%</b>		<b>99.99%</b>	

#### Comparison of black employees over the last two years

	2013	31 December 2014	% Improvement
Overall Equity Profile	58.34%	59.32%	0.98%
Academic Equity Profile	33.43%	35.37%	1.94%
Support Staff Equity Profile	70.92%	72.78%	1.86%
Senior Management Profile	35.71%	52.00%	16.29%

# SUPPORT SERVICES

## INFORMATION COMMUNICATION SYSTEMS

The following are key achievements attained in 2014 through the adoption of the ICS strategy and its relentless pursuit of service excellence.

### Technology architecture and planning

#### *Network Security Infrastructure Upgrade*

Proxy servers are part of UJ's network security infrastructure and are subject to scheduled technology updates to ensure that their performance remains optimum with respect to consolidating and controlling Internet traffic and ensuring that Internet access-control policies are maintained. This project was undertaken to upgrade and refresh the internal proxy server infrastructure in line with the above deliverables.

#### *Video Streaming (Adobe Connect)*

UJ has integrated technology into its learning and teaching processes. In order to ensure that students benefit from these advancements, ICS implemented a video streaming facility that allows lectures and key events to be streamed live via the Internet where they can be watched from anywhere in the world. This facility allows for online, real-time participation by students and other stakeholders from anywhere where they have access to an Internet connection.

Key events hosted by the Library were broadcast live and appreciated by audiences both locally and internationally.

#### *Apple TV roll-out pilot*

UJ has provided its lecturers with tablet devices for teaching. To enable the most effective use of these tablets in class, a pilot implementation of AppleTV devices was undertaken. This allows lecturers to project and display Internet content from their tablets wirelessly. Feedback from this pilot is currently being reviewed with the aim of extending the rollout to a wider number of teaching venues.

### Solutions delivery

- Management of Assessment Marks Systems (MAMS)

The MAMS system continues to grow as requirements from faculties increase. Further enhancements were added in line with lecturer feedback and requirements from Central Administration. Key to these additions is the ability of the system to track student performance, allowing faculties to undertake early interventions and thereby improve overall student performance.

- Kuali OpenSource Enterprise System development

UJ has made a strategic decision to invest in the development of a South African version of the Kuali open source enterprise management software for higher education. This is being undertaken in collaboration with North-West University. A fully functioning financial module of the Kuali system (KFS) was implemented at UJ and is currently being reviewed by key stakeholders with a view to full implementation and migration.

- System Interfaces

Various interfaces were developed and enhanced during the year under review to allow for integration of different systems so that consolidated management information can be extracted easily. Interfaces built include student system/library, as well as system system/HR/research system, interfaces. The idea is to architect and implement a systems integration layer (BUS) which will allow for a free flow of information between disparate systems.



**MR ANDILE SWARTBOOI**

EXECUTIVE DIRECTOR: INFORMATION & COMMUNICATION SYSTEMS





## Enterprise systems

- Oracle system enhancements
- Following the upgrade of the Oracle system to the latest version, various modifications and enhancements were implemented in line with user requirements, including staff self-service and cost to company pay structure.
- Oracle Learning Management System implementation (OLM)
- The implementation of OLM has provided HR with comprehensive IT tools to be able to track and manage training and development of staff with relative ease. This implementation has also enabled easier statutory reporting on employee development.
- ITS upgrade to Integrator version 3

The enterprise systems team is working with Central Administration in preparing for a major upgrade of the Student Information System, which is scheduled for implementation in the first quarter of 2015.

## Network and telephony

- [Wi-Fi rollout to all lecture venues](#)

UJ achieved a milestone when the project to Wi-Fi-enable all teaching venues was completed on time. This allows for the vision of technology-enhanced education to be realised as lecturers are now able to integrate online resources into their teaching aids. Further expansions and enhancements are planned to ensure that the network responds to growing needs.

- [Network monitoring](#)

The implementation of network monitoring tools, such as Solarwinds, together with the establishment of a Network Operations Centre has ensured that the network is constantly monitored and that incidents are proactively spotted and addressed before they can impact users. Thanks to this infrastructure, areas of saturation, where bottlenecks and therefore performance degradation are likely to occur, have been identified and are now in the process of being addressed.

- [Network redesign](#)

The UJ network backbone was created at a time when IT services were basic and Internet traffic minimal. Technology has since revolutionised the way higher education institutions function and IT has become fundamental to every activity within UJ. It is for this reason that ICS has initiated a project to relook at the current network design and revamp it to address the following key questions areas:

- performance
- security
- availability
- stakeholder relevance (enterprise, faculty, students, researchers and guests)

This will be a multi-year implementation that will be rolled out according to needs and budget availability.





## IT operations and infrastructure

- **Systems availability**

The availability of UJ's core systems continues to meet and exceed the 98% SLA target with ICS staff finding innovative ways of upgrading and maintaining systems with little user disruption.

- **Exchange 2013 upgrade**

The email system was upgraded to the latest version available (Exchange 2013). This allows users to have easy access to their emails and calendars from anywhere where they have Internet connectivity via a number of interfaces including tablet devices. This upgrade also sets UJ up for the next wave in technology, namely cloud computing.

At the beginning of each year, ICS is constantly inundated by staff members and students wanting assistance with expired passwords. This occurs despite the various notifications and prior warnings issued regarding password expiry.

ICS has consequently added a self-service portal to its options of password resets to allow users to be able to change their passwords from wherever they might be, as long as they have Internet access. This alleviates frustrations and assists to ensure the security of user data.

- **Service management system**

ICS continues to roll out the Microsoft Service Manager Helpdesk system to assist departments in automating their service management processes. The HR, Payroll and Governance departments are the latest to have their systems upgraded to the new helpdesk technology.

Microsoft SharePoint Portal is also being rolled out to provide departments with a facility to secure, centralise and easily share data within the department, across the institution and beyond. This is a considerable improvement on previous methods which involved exchanging memory sticks and keeping critical data on laptops, which are increasingly vulnerable to being stolen.

- **InTune Mobile Device Management software**

With the rapid migration towards mobile devices, such as laptops and tablets, there is an increase in the number of cases where these devices are lost or stolen, which poses a risk to the critical data contained in these devices.

ICS has invested in Microsoft InTune Mobile Device Management software, which allows for remote management of UJ tablets of all types including iPads, Android and Windows devices. This allows for minimum secure configuration standards to be enforced on all devices and for data to be wiped out remotely when the devices are reported lost, so that it does not fall into the wrong hands. A policy is currently being developed to support this initiative and roll-out will commence soon.

## IT service delivery

- **Roll-out of tablet devices to NSFAS category students**

This is an initiative coordinated with the Student Finance Department and it saw a successful rollout of 2 500 tablets to designated students. This is part of UJ's initiative to provide technology access to all students regardless of financial background. To cater for the different needs of students, some of whom were using tablets for the first time, ICS opened a student help centre (service window) assisting students with various queries regarding their tablets. Queries ranged from configuring devices for access into the UJ network and Internet to how to use the devices under various circumstances.

- **Introducing Bring Your Own Device (BYOD) computer labs**

UJ has maintained a healthy student to computer ratio and provides a total of 4 537 computers across its four campuses. With the provision of tablets to a specified category of students and the push for all to have their own devices, a need is emerging for computer laboratories that cater for students who bring their own devices and only require connectivity and power facilities from the institution.

ICS is currently preparing to launch its BYOD computer lab, which will allow for students to use a free venue that provides power and Wi-Fi connectivity. This concept will be taken to all campuses as uptake increases and space becomes available.

- **Audio visual installations at lecture venues**

An audit of lecture venues was completed on all campuses and a number of venues were found not to have any audio visual equipment. These venues have continued to have degraded service and AVU staff have to deliver and set up AV equipment in time for classes to start. This has been inefficient.

A project has been initiated to ensure that all 150 of these venues are fully kitted out with DFC (42) having been identified as a priority. The tender has been awarded and progress is being made towards equipping these venues.

## Information security

- **Risk and audit management**

Improvements continue to be made in the management of IT risks and processes have been put in place to monitor progress. Maturity has been achieved in a number of areas including standardisation of system configurations, securing of critical systems and raising awareness regarding cyber security.

- **Business continuity – Offsite disaster recovery facility**

A key element of the ongoing business continuity project has been the identification of an offsite disaster recovery facility to host UJ's backup/failover systems. The identified commercial site meets all security requirements as prescribed in the audit finding, and plans are now afoot to initiate a project for the migration logistics and implementation.

- **IT governance**

Corbit and King III are the frameworks used to drive and measure IT governance within UJ, and there is an ongoing effort to comply with these frameworks. IT audits have been satisfactory.

The ICT Steering committee, comprising independent non-IT stakeholders, is maturing and continues to make a valuable contribution on issues of ICT governance within UJ.

UJ recognises the need for advanced technology and understands the impact IT has on its core mission and strategy. ICS, in partnership with its stakeholders, is working hard to ensure that the benefits of technology are felt throughout the institution.

There is a concerted effort from ICS management to shift IT away from just server room activities towards integrating IT service into the learning and teaching environment. This is being done by creating partnerships with faculties, as demonstrated by the recent facilitated video conferencing link-up between a UJ Computer Science class with a key American university, as well as by the live lecture link between a UJ Health Sciences department and the UK-based Christchurch University.



# INSTITUTIONAL PLANNING, EVALUATION AND MONITORING



**TRISH GIBBON**  
DIRECTOR: INSTITUTIONAL PLANNING,  
EVALUATION AND MONITORING

The year 2014 was the first of the new five-year enrolment planning cycle with the Department of Education and Training (DHET). The UJ enrolment plan submitted to DHET establishes broad parameters and proposed targets through to 2019 in relation to headcount enrolments by qualification type, CESM category, mode of delivery, race and gender, among others.

## *Current position in relation to DHET plan*

In the following tables, enrolment data for 2014 is compared to the proposed targets submitted by UJ to DHET. Occasional students are omitted in this analysis.

### Enrolment by field of study

	UJ Position 2014*		DHET plan
	Headcount	Proportion	2014
BUS	19 130	38.6%	39.8%
EDU	3 139	6.3%	6.4%
OTH	11 584	23.4%	23.4%
SET	15 674	31.6%	30.4%

\*HEMIS data extracted 4 February 2015. Data for 2014 have not yet been audited and are subject to change.

### Headcount total enrolments

	UJ 2014*	Proposed target 2014 (DHET plan)
First-time entering undergraduates	11 924	10 100
<b>Total undergraduate</b>	<b>42 532</b>	<b>41 913</b>
Postgraduate to master's level	3 788	4 026
Master's	2 443	2 272
Doctoral	764	678
<b>Total postgraduate</b>	<b>6 995</b>	<b>6 976</b>
<b>TOTAL ENROLMENT</b>	<b>49 527</b>	<b>48 890</b>

\*HEMIS data extracted 4 February 2015. Data for 2014 have not yet been audited and are subject to change.

### UG diploma degree mix

	UJ 2014*	DHET 2014
Diplomas	16 134	16 541
Degrees	26 398	25 372
	<b>42 532</b>	<b>41 913</b>

In the course of 2014, UJ submitted a total of 18 new subsidised qualifications for approval and accreditation through the normal channels. The majority of these were at postgraduate level.

## RANKINGS

### QS World University rankings

The University's second submission for QS world ranking was made in April 2014. The outcome showed that UJ held its position with only minimal change on some indicators. It remains one of seven ranked universities in South Africa – both for 2013/2014 and 2014/2015 – with its overall ranking position still in the grouping 601 to 650 but with some movement upwards from the lower level of this group. In a highly competitive environment, it will take considerable effort to move into the 551 to 600 group.

### Future developments at QS

Some modifications and refinements to the QS methodology have been explored and will be employed in the 2015/2016 rankings.

For research: The introduction of a hybrid model where normalisation to citation values at the faculty area level will be applied (i.e. *“an adjustment is applied to the total citation count for each institution based on the average share of world citations they attract in each of the QS-defined five broad faculty areas – this will result in an adjusted overall figure which can still be divided by the number of faculties to best account for the size of the institutions”*).

For employability: Work has begun on defining and delivering a “Global Employability Index”, which will serve as a more sophisticated lens to evaluate and recognise the one aspect of a university's performance likely to be the most important to the majority of prospective students.

In an attempt to measure teaching quality effectively, QS has teamed up with the SEI Centre at the Wharton School of Business to establish a set of annual awards focused on best practice and innovation in teaching.

### QS subject rankings

Early in 2014, the QS subject rankings were released and UJ was one of 689 institutions ranked in subject areas after QS evaluated a total of 2 838 universities. Unlike the institutional ranking system, this system works with a limited set of criteria related to reputational and research factors only for each of the thirty *subject areas* identified by QS.

Overall scores are arrived at by combining the scores for each subject across four dimensions, namely academic reputation, employer reputation, citations and the H-index. To take huge cultural and disciplinary differences among subjects into account, these dimensions are differently weighted for subjects in the final scoring. The rank position is published by QS only for those subject areas within an institution that have come in the top 200 globally. UJ was scored in fifteen subject areas and ranked in the top 200 for five of those, namely English, Geography, Education, Politics and Law.

Among South African universities, fourteen institutions were ranked in at least one subject area and eight were in the world's top 200 for at least one subject. UJ is among the eight, with ranked positions for five of its subjects. Overall, UJ is in a highly respectable sixth position, well ahead of the next four South African institutions.

Important factors to emerge include the following:

- The employer reputation scores achieved are high, with the majority over 50 and reaching 73. This suggests that the quality of preparation of UJ graduates is valued in the labour market.
- Academic reputation scores range from 13.5 to a high of 61.1.
- In the Sciences, the weight given to citations and H-indices is far higher than in the Humanities and Social Sciences and this is a reflection of the high volumes of research in these areas globally. This makes the achievement of visibility especially demanding as the competition is intense. Here, focused publication in Scopus listed journals is necessary.
- In the Humanities and Social Sciences, there is potential for increased recognition by ensuring that currently 'unscored' subjects, such as Philosophy, meet the fundamental requirements for QS recognition.

## INSTITUTIONAL RESEARCH AND DATA ANALYSIS

### *Undergraduate survey*

Undergraduate students, overall, have positive experiences regarding all of the measured features of student and academic life. Some areas/items of concern have been highlighted for attention by those responsible so as to effect improvements.

A "Satisfaction Index" as one of the UJ's key performance indices is calculated using the results from this survey.


### *Postgraduate survey*

A new dimension added to the 2014 survey was measurement of the level of "structure" of postgraduate studies for which supervisors were responsible. A Boston-matrix representation of "support" and "structure" was developed by making use of Gatfield's discussion of supervisory styles and was for the first time part of the Postgraduate Student Experience report.

The target group of respondents for this survey was all UJ's master's and doctoral students who have registered and/or completed their postgraduate studies from 2012, 2013 and 2014. The outcomes of the 2014 Postgraduate Experience Survey consist of three separate sections dealing with PhD students, research master's students and coursework master's students.

It is clear from the outcomes that postgraduate students perceive the overall postgraduate experience as positive, but the report highlights some suggestions on how supervisory practices may be enhanced. It seems that coursework master's students felt they had received very low levels of "support" and "structure" from both the University and from their supervisors.

Supervision of research master's students led to the development of some structure in their studies, but they felt they were provided with inadequate institutional support. Doctoral respondents, on the other hand, received supervision leading to high structure and felt that they had received good institutional support.



### **Student dropout**

Our own analysis broadly confirmed these findings, but extended the review to determine whether there had been any improvement since 2011. Comparing 2011 and 2013 data, it was found that there was a marked improvement in the dropout rate in three- and four-year degrees from 2011 to 2013, but the UJ dropout rate for the 2013 cohort remained higher than the sector average for the 2011 cohort for these qualification types. The dropout rate for three-year diplomas increased for the 2013 cohort and this is a matter of deep concern.

A separate, but complementary, study was undertaken to identify 'high priority' modules, i.e. those modules that generate high volumes of failed (HEMIS) credits. Further investigation and possible interventions will be explored by ADS in 2015.

### **Collaboration with Umalusi**

Institutional researchers in the Division took part in a pilot study commissioned by Umalusi during 2013. The study investigated the ability of certain National Senior Certificate (NSC) subjects, namely the results obtained in English, Mathematics and Physical Science, to serve as predictors of academic success at higher education institutions. The pilot study was conducted by researchers from three higher education institutions, namely UJ, the University of Pretoria and the University of the Witwatersrand.

During 2014, the Institutional Research and Planning Unit was involved in the planning phase of the second phase of the research project which will kick off in 2015 and involve a greater number of higher education institutions.

### **Graduate employability**

The findings of the Student Employability Survey suggest that the majority of respondents across all qualification levels were of the opinion that they would not have been able to find their current employment without their UJ qualification. On the basis of this sample, one of the findings was that within three months, more than 70% of graduates obtained employment, and 93.5% had found employment within 12 months. The report also concluded that a professional four-year qualification or an advanced qualification, such as an honours degree, provided the employment seeker an advantage in securing full-time employment.

An Employment Index as one of the UJ's Key Performance Indices is calculated using the results from this survey.



# UNIT FOR QUALITY PROMOTION

The goals of the Unit for Quality Promotion (UQP), which are aligned with the University's Strategic Objectives Two and Six are to: provide leadership and support with the implementation of the UJ Strategic Plan 2025 with regard to quality reviews; sustain, support and improve the UJ Quality Promotion System; enhance the effective functioning of the UQP.

## Progress with reference to targets for 2014

Type of review	Target for 2014	Site visits completed
Programmes	10	21
Non-subsidised whole programmes	8	2
Research M and D programmes (as faculty clusters)	3	1 (66 programmes)
Academic departments	4	3
Centres		1
Modules	15	15
Faculty reviews	2	2

# CORPORATE GOVERNANCE

## ACADEMIC ADMINISTRATION

### *Enhancement of online applications system to cater for no fee and no documentation for applicants in Grade 12*

To encourage online applications, the Management Executive Committee (MEC) approved that no application fee would apply for online applications and a fee of R200 would apply for paper applications. To further streamline the process, no documentary proof for the Grade 11 results was to be enforced.

Electronic Grade 12 results were utilised for the final selection of applicants. The Admission Rating System (ARS) was utilised for the electronic selection of applicants from 1 April 2014. The no-fee policy had the desired effect and 80% of applications were submitted online. More than 230 000 applications were received.

### *Implementation of MAMS in the second semester of 2014*

The MAMS system was successfully implemented for second semester modules in June 2014 after testing was completed and the internal auditors (KPMG) signed off the system. A number of system errors were experienced after implementation, but these were immediately fixed and assessment results were released on time. The system was to be implemented for first semester and year modules in January 2015. The old class list system was deactivated in January 2015 after completion of the special assessments.

## CENTRAL ADMINISTRATION

**The Graphics Studio**, the in-house design studio of the University, is doing very good work and working at capacity. In 2014, the studio completed 627 projects and designed 5 516 items, including brochures, magazines, cover pages, advertisements, conference posters, flyers, etc. This took 3 276 hours and represented a saving of R2 781 840 if the work had been outsourced.

**The Postal Services Unit**, too, has performed well. A total of R1 100 821 was spent on mail in 2014, while R27 132 was handled in the form of incoming registration fees, etc. Bulk mail to the value of R314 478 was also handled and courier services to the value of R1 594 938 processed.

**The Study Material Unit** plays an important role in the support of the academic project of the University in the sense that learning material is reproduced by means of a tender process, which generates meaningful financial saving for the University. Interactive CDs, textbooks and learning guides were distributed to students on registration, which meant that students could commence their studies from day one.

The University's decision on the roll-out of tablets/notebooks to all undergraduate students within four years, will impact on the role of the Study Material Unit as the printing and distribution of hard copies will decrease as material is made available electronically. The effect on the employees of the Unit will be monitored and staff will be deployed within other sections of the portfolio where possible.



Artwork created by the UJ Graphic Design Studio



**The Language Unit** continues to play an important role in supporting UJ in its implementation of the quadrilingual language policy and in the general transformation of the University. This it achieves through internal and external collaboration, language development projects, and the language awareness and language services it offers to both staff and students. A highlight was the launch of the 2014 Language Awareness Campaign, which coincided with the International Mother Language Day Celebration held on 21 and 24 February 2014. The day focused on the Quadrilingual Language Unit website and blog; totemic praise performance and reading competition (Bopanang Primary and Orlando West Primary); and the PanSALB roundtable discussion.

The Director's Office ensures the efficient and effective use of the different Madibeng conference venues which resulted in the optimum utilisation of these venues. Improved sign-posting made it much easier for visitors to Madibeng to find their way to the relevant venues. The Director's Office also played a significant role in the 55 graduation ceremonies, which saw 11 667 students receiving their qualifications.



# HEALTH + WELLNESS

In mid-2014, KPMG conducted an internal audit of the Occupational Health Practice. An overall rating of good was assigned and effectivity was found across the seven focus areas of the portfolio.

## *Achievements during 2014*

**Utilisation of Primary Health Care (PHC) services** by students, staff (11%), and contractors (5%) increased from 27 536 in 2013 to 28 352 in 2014.

Five primary healthcare nursing practitioners (PHCNP) were taken on as permanent staff, and two new positions were approved in 2015.

**The Reproductive Health Services** focused mainly on the use of the three-year contraceptive that is inserted under the skin (sub-dermally). A total of 957 implants were inserted with less than 1% of individuals requesting the removal thereof before the three-year expiry period. The Global Fund Project that PHC was awarded via HEAIDS was used to provide free Pap smear testing to female students and staff (220 tests undertaken with six referrals for further tests). Relatively high levels of unplanned pregnancies and sexually transmitted infections (STIs) remained issues of concern, despite the education and treatment available at the facilities.

**HIV Counselling and Testing** achieved an increase of 17% in the number of people tested compared to 2013, surpassing the set target of 5%. This was achieved with the help of intern psychologists from PsyCaD and by extending HIV testing to residences. Of the 3 637 tests done, 66 clients tested HIV positive, a prevalence rate of less than 2%.

**Student engagement activities** included health awareness programmes as scheduled in the health calendar. STI/Condom week focused on the prevention of STIs and was followed by an influenza vaccination campaign which was undertaken in collaboration

with the Alomdraai Day House. The RAG participated in the breast cancer awareness campaign, which included the iThemba Walkathon, which raised awareness for CANSA and research and treatment of breast cancer. Reproductive health information focus group sessions were held at the residences in collaboration with Ipas and Right to Care.

**Event risk management** improved in 2014, due to the increased focus on the risk that these events may pose to UJ. A total of 28 medical standbys and 48 notifications were managed by Netcare 911, and PHC staff provided medical support to some events.

The division underwent a process of a **quality review**, which was coordinated by the Unit for Quality Promotion (QUP), with a site visit of highly-skilled professionals being conducted between 5 October and 8 October 2014.

A major achievement was the **implementation of an electronic patient recording system**, which will improve record-keeping and confidentiality. The system allows for the PHC staff to only access data that involve their areas of responsibility; integrity of information can be controlled and traced in the event of a discrepancy. The system will allow reported information to be used for statistical purposes in due course. This module is currently under development.

**Benchmarking** was undertaken by the University of Limpopo (UL) and the Botswana University of Technology, both of which visited UJ to study our processes. Best practice was shared with colleagues, and the UL intends adopting our electronic recording system.



# PEOPLE WITH



# DISABILITIES

During 2014, 259 students with disabilities registered with the Disability Services Unit, and they were directly supported in various ways. No fewer than 609 appointment-based, consultative sessions addressed academic and psycho-social concerns, advised as to appropriate assistive devices, and offered access-driven support. In addition, 732 walk-in queries were attended to and 34 group assistive device training sessions were facilitated.

UJ has adopted a disability policy and practice that seeks to address disability in a planned and coordinated way, aiming to ensure consistency in relation to the University's commitment to equitable and progressive employment practices. Thus, HR concerns itself with employees with disabilities and serves as a central point where employees with disabilities can request assistance. The interventions provided by HR have ensured that people with disabilities are treated equitably and are reasonably accommodated as far as is practically possible.

The Wellness Office supported and advised seven employees and their line managers on disability issues and on adapting the work environment to support these staff members. The active and further recruitment of employees with disabilities remains a priority and the Office aims to work with internal and external stakeholders to promote this agenda further.



# OPERATIONS



**MR REENEN DU PLESSIS**

EXECUTIVE DIRECTOR: OPERATIONS  
(Held position until 30 September 2014)



**MR SINETHEMBA MPAMBANE**

EXECUTIVE DIRECTOR: OPERATIONS  
(Effective from 1 October 2014))

## Enriching the student-friendly learning and living experience

A detailed way-finding design was completed in 2014 and is to be implemented in 2015. A Universal Access Audit for people with disabilities was also completed and submitted to DHET for consideration. A traffic impact assessment study for the upgrading of APK and APB gate entrances to enhance security was conducted.

### *Sustainability*

A major focus has been on the implementation of the Utilities Management Strategy and on a plan to specifically minimise the cost of electricity consumption as a major operating cost. A 9.53% reduction in electricity consumption was measured in line with the 8% to 11% on the UJ scorecard.

During 2014, comprehensive maintenance procedures were rolled out to all campuses, as only APK previously had such procedures. Rollout is 80% completed through the Archibus Maintenance System.

## Summary of performance

- The development of the detailed Campus Infrastructure Plan, Campus Disability Audit and Plan, and Campus Maintenance Plan was a major achievement for Operations.
- Energy management – a 9.53% reduction in electricity consumption on the four campuses was achieved in accordance with the 2014 Institutional Scorecard of 8% to 11%.
- Maintenance management – 80% progress in the implementation of a comprehensive maintenance plan across all campuses.
- 19% additional University teaching seats (5 415 seats) were added.
- 29 870 square meters of new building space were added.
- A project budget of R421 000 000 or 60% was spent, and 90% was fully-committed on purchase orders.
- Adherence to project milestones has increased from 48% last year to 55% in 2014, an improvement of 14% in management.



**MRS NOLWAZI MAMORARE**  
EXECUTIVE DIRECTOR: FINANCIAL  
GOVERNANCE & REVENUE

## FINANCIAL SUSTAINABILITY

In 2014, we continued to focus on cost consciousness and effectiveness and sustainable resource generation. An additional focus was raising bursary funding from external sponsors.

To ensure future sustainability, it is important that the University places additional effort on increasing unencumbered commercial income and donor income and decreasing student dependency on NSFAS.

### THE FINANCE COMMITTEE OF COUNCIL

Despite a tough economic environment, UJ achieved positive operating results during the year under review. Very tight budgetary controls, NSFAS funding shortfalls, rising utility bills, an increase in the cost of higher education and the shift in the socio-economic circumstances of the University's students were some of the factors impacting on the financial results for the year. UJ once again registered more students than expected, which resulted in additional tuition fee income of R59 million in 2014. UJ also received R37 million more government subsidy than budgeted for. Occupancy management at our residences improved, resulting in a collection of R6 million more than budget. Externally generated income was also R36 million more than budget.

The 2014 Annual Financial Statements were again prepared to comply with the International Financial Reporting Standards (IFRS) and the Department of Higher Education and Training (DHET) reporting requirements. UJ achieved an operating surplus on budgeted activities of R120 million (2013: R79 million). A total surplus (before post retirement obligation adjustments and fair value adjustment and after taking investment income into account) of R353 million (2013: R301 million) was achieved. The main drivers for this outperformance include higher-than-expected enrolments, resulting in higher tuition fee income; better-than-expected state subsidy income; improved residence fee income generation; increased external funding and savings on operating expenses.

UJ closely monitors the ratio of remuneration and related expenses (including leave payments, post-retirement medical aid (PRMA) and pension fund liability increases) to recurring income. This ratio is an indication of the operating risk of the institution. During 2014, the actual ratio was 61% (2013:61%). Management is satisfied that this ratio is not too high, but continuous efforts are made to manage the ratio.

Reserves were positively impacted by good investment management during the year. In total, our investments outperformed the risk-adjusted benchmarks despite the poor economic outlook. Reserves consist of individual research reserves, departmental and faculty reserves, general University reserves, the fair value adjustment on investments, the reserves of the UJ Trust and funds managed on behalf of external parties (mostly bursary funds).



UJ's financial position, as stated in the Statement of Financial Position, reflects the financial control measures implemented in 2014. The MEC is convinced that, based on the financial position, UJ is adequately funded and will be able to successfully execute its mandate in 2015 and beyond.



## FINANCIAL PERFORMANCE

The University once again posted positive operating results during the year under review. An operating surplus of R120 million was achieved against a budgeted operating loss of R30 million. The main drivers for this outperformance include higher-than-expected tuition fees, residence fees, external funding and savings on operating expenses.

The external audit of the University was also completed on time with no qualification and no significant findings.

## FINANCIAL GOVERNANCE AND REVENUE

### Successes during 2014

Our strategic thrusts for 2014 were aimed at ensuring financial stability and sustainability of the institution, improving processes and maximising use of current financial systems, reducing our financial exposure on student debt, and promoting a sound internal control environment through good governance practices. Our successes in these areas are listed below:

- Timeously submitting audited annual financial statements with no significant matters raised.
- Timeously submitting annual budget for Council approval.
- Optimising governance, as a development team member at NWU, of the Kuali Financial System built at NWU for the SA Kuali Community, and to minimise further development to the “vanilla” SA version.
- Finalising a comprehensive risk management strategy for UJ to become a mature, risk intelligent organisation, by identifying current gaps and addressing them.
- Improving reporting on risks to facilitate a more effective approach to the identification of risk inter-dependencies, robust debate and escalation of risks.
- Facilitating improved recovery of student debt
  - The percentage of debt outstanding to income for 2014 is 24% versus 26% of student debt in 2013.
- Facilitating increased external bursaries
  - Active interaction with bursary providers and other external sources of funding resulted in a 3% increase in bursaries from 2013. This increase comes at a period where major external sponsors like Eskom and PRASA have decreased their sponsorships to students across all the universities, where only senior students were funded and there was no intake for first-year students.
  - The Department managed to raise R34 million through engagement with the SETAs and other external companies.
  - Through our robust engagement with relevant stakeholders, we managed to source ten new additional sponsors for our students.
  - Constantly engaging with other support divisions with regard to registration and graduation, which assisted in minimising incidents during the registration period.
  - Ensuring increased focus on staff training to upskill managers and senior managers; there has been an increase in the number of staff who have enrolled for formal and non-formal qualifications in 2014.
  - Setting an improved Performance Management System in place with individual specific performance contracts to meet the Department’s objectives and goals.
  - Obtaining clean internal and external audits.



## FINANCE EXPENDITURE

In 2014, the management of the Expenditure Division made a conscious decision to change the way things had been done for many years, in order to move towards global excellence and stature. This meant that we had to identify the gaps, and develop and start implementing our improvement plan. In view of this, we focused especially on the development of management staff within the Finance Expenditure Department through various interventions, which included the GIBS Executive Leadership Programme, individual coaching for all senior managers, supervisor training and high performance training for all staff.

### 2014 PERFORMANCE IN STATISTICS

- The University achieved maximum points for Preferential Procurement, which is 20 out of a possible 20.
- The Accounts Payable Department processed 67 123 invoices to the value of R1.261 billion during 2014, compared to 2013 whereby 63 723 invoices were processed to the value of R1.102 billion.
- The Payroll Department paid an average of 3 140 permanent and contract staff and 2 835 temporary staff, amounting to a total spend of R1.74 billion for the year, compared to the R1.6 billion spent in 2013 for the payment of 3 071 permanent and contract staff and 2 610 temporary staff.
- The Inventory Department was responsible for the movement of goods worth R223 918 325 compared to the value of R110 409 971 for 2013. This was made up of standard stock items, as well as buy-outs received.
- The Tenders Department processed 2 016 orders to the value of R685 million compared to the 1 239 orders valued at R431 million in 2013.
- The Procurement Department processed 17 929 orders to the value of R226 million compared to the 17 072 orders, valued at R223 million in 2013.



# TECHNOLOGY TRANSFER OFFICE

The drive of the Technology Transfer Office (TTO) in 2014 was to introduce systems and procedures for a professional TTO at UJ and to drive a small number of high-potential inventions to commercialisation. These included new management structures, IP management systems, participating in public forums and marketing of the Department. Two new staff members were appointed.

Throughout 2014 the TTO engaged in projects encompassing a wide variety of disciplines, including ICT, computer vision, medical biochemistry, mechanical, electrical and chemical engineering, industrial design, physics, botany, as well as the humanities.

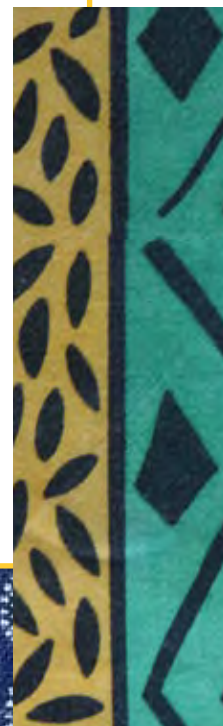
The TTO also participated in the NIPMO Full Costing Sub-Committee in the development of the *Guiding principles for determining the full cost of research and development at publicly financed institutions*.

During 2014, the TTO registered two PCT patents and six new provisional patents, renewed five patents and is still in the process of filing three provisional patents. Patent filing was also done in Australia, Canada, Europe, India and the USA to protect the IP of the Silver Anti-Cancer Compounds project.

The TTO is not yet a mature office and has to be seen as a young, developing TTO. The drive of the TTO in 2014 was to introduce systems and procedures for a professional TTO at UJ and to drive a small number of high potential inventions to commercialisation.

The TTO has increased its presence within the University by facilitating IP Workshops (in conjunction with RC), updating our website and introducing the Innovation Ambassadors Programme.

There has been good response from the University staff and students and the number of IP disclosures has significantly increased. This has allowed University IP to be successfully defended, protected and commercialised.



## Independent Auditor's Report to the Council of the University of Johannesburg

We have audited the consolidated and separate financial statements of the University of Johannesburg and its subsidiaries, which comprise the consolidated and separate statement of financial position as at 31 December 2014 and the consolidated and separate statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes comprising a summary of significant accounting policies and other explanatory information.

The council is responsible for the preparation and fair presentation of these consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa as amended, and for such internal control as the Council determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

Our responsibility is to express an opinion on these consolidated and separate financial statements based on our audit. We conducted our audit in accordance with the Public Audit Act of South Africa, the general notice issued in terms thereof and International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated and separate financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatements of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated and separate financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated and separate financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion. In our opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the University of Johannesburg and its subsidiaries as at 31 December 2014 and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, as amended.

PricewaterhouseCoopers Inc.

DIRECTOR: DA Desai

Registered Auditor

Johannesburg

19 June 2015

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2014

		Consolidated		University	
	Notes	2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>ASSETS</b>					
<b>Non-current assets</b>		<b>5 251 004</b>	<b>4 771 249</b>	<b>5 287 195</b>	<b>4 796 056</b>
Property, plant and equipment	3	1 983 839	1 645 916	1 920 528	1 578 244
Intangible assets	4	11 078	5 614	7 968	4 553
Investment in associates and joint ventures	5	82 614	83 212	82 614	83 212
Available-for-sale financial assets	6	3 107 758	2 967 826	3 210 370	3 061 366
Other long term employee benefits	15	65 715	68 681	65 715	68 681
<b>Current Assets</b>		<b>436 609</b>	<b>535 890</b>	<b>421 162</b>	<b>529 227</b>
Inventories	7	4 197	4 270	4 197	4 270
Trade receivables and prepayments	8	176 781	306 140	175 256	304 106
- Students fees		106 037	237 860	106 037	237 860
- Other receivables		70 744	68 280	69 219	66 246
Cash and cash equivalents	9	255 631	225 480	241 709	220 851
<b>Total Assets</b>		<b>5 687 613</b>	<b>5 307 139</b>	<b>5 708 357</b>	<b>5 325 283</b>
<b>EQUITY AND LIABILITIES</b>					
<b>EQUITY</b>					
<b>Non-distributable reserves</b>		<b>2 488 667</b>	<b>2 189 796</b>	<b>2 492 250</b>	<b>2 189 795</b>
Funds invested in property, plant and equipment		1 893 778	1 547 819	1 897 361	1 547 818
Non-current investment revaluation		594 889	641 977	594 889	641 977
<b>Reserve funds</b>		<b>2 222 071</b>	<b>2 263 263</b>	<b>2 237 916</b>	<b>2 271 825</b>
<i>Restricted use funds</i>		<i>990 746</i>	<i>924 187</i>	<i>990 746</i>	<i>924 187</i>
Student residences funds		75 715	68 858	75 715	68 858
Trust/donor/bursary funds		915 031	855 329	915 031	855 329
<i>Unrestricted use funds</i>		<i>1 231 325</i>	<i>1 339 076</i>	<i>1 247 170</i>	<i>1 347 638</i>
Designated/committed funds		152 188	36 602	168 033	45 164
Undesignated funds		1 079 137	1 302 474	1 079 137	1 302 474
<b>Total Equity</b>		<b>4 710 738</b>	<b>4 453 059</b>	<b>4 730 166</b>	<b>4 461 620</b>
<b>LIABILITIES</b>					
<b>Non-current liabilities</b>		<b>378 862</b>	<b>300 051</b>	<b>378 862</b>	<b>300 051</b>
Borrowings	10	27 285	31 611	27 285	31 611
Deferred revenue	12	117 364	98 153	117 364	98 153
Long term employee benefit obligation	15	234 213	170 287	234 213	170 287
<b>Current liabilities</b>		<b>598 013</b>	<b>554 029</b>	<b>599 329</b>	<b>563 612</b>
Trade payables, accruals and other liabilities	13	405 978	353 736	407 294	362 631
Student deposits and income received in advance	11	111 498	101 027	111 498	101 715
Borrowings	10	3 849	3 367	3 849	3 367
Deferred revenue	12	76 688	95 899	76 688	95 899
<b>Total Liabilities</b>		<b>976 875</b>	<b>854 080</b>	<b>978 191</b>	<b>863 663</b>
		<b>5 687 613</b>	<b>5 307 139</b>	<b>5 708 357</b>	<b>5 325 283</b>



CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE PERIOD ENDED 31 DECEMBER 2014

	Notes	Consolidated		University	
		2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>Revenue</b>		<b>2 919 072</b>	<b>2 629 557</b>	<b>2 913 211</b>	<b>2 627 974</b>
State appropriations - subsidies and grants		1 389 135	1 303 513	1 389 135	1 303 513
Tuition and other fee income	16	1 412 080	1 212 996	1 412 128	1 212 996
Research income		117 857	113 048	111 948	111 465
Other operating income	19	265 229	281 038	263 660	279 600
<b>Operating income</b>		<b>3 184 301</b>	<b>2 910 595</b>	<b>3 176 871</b>	<b>2 907 574</b>
Personnel costs	14	(1 844 026)	(1 647 900)	(1 817 208)	(1 630 930)
Depreciation	3	(89 801)	(79 197)	(88 017)	(78 865)
Amortisation	4	(8 664)	(2 443)	(8 611)	(2 407)
Bursaries	18	(234 736)	(204 807)	(234 703)	(204 807)
Other operating expenses	17	(1 049 558)	(949 062)	(1 061 865)	(960 548)
<b>Operating surplus/(deficit)</b>		<b>(42 484)</b>	<b>27 186</b>	<b>(33 533)</b>	<b>30 017</b>
Share of profit/(loss) of associate	5	(2 571)	(2 184)	(2 571)	(2 184)
Income from investments	20	384 707	281 737	384 707	281 737
Finance income	21	18 150	12 594	18 015	11 906
Finance costs	21	(18 024)	(18 364)	(18 024)	(18 364)
Other gains/(losses)	6	(9 427)	-	(9 427)	-
<b>Surplus for the year</b>		<b>330 351</b>	<b>300 969</b>	<b>339 167</b>	<b>303 112</b>
<b>Other comprehensive income/(loss)</b>					
<i>Items that may be subsequently reclassified to profit or loss</i>					
Fair value adjustments on available-for-sale financial assets	6	(47 088)	269 869	(47 088)	269 869
<i>Items that will not be subsequently reclassified to profit or loss</i>					
Actuarial gains and losses on defined benefit plans	15	(25 718)	33 867	(25 718)	33 867
<b>Total comprehensive income for the year</b>		<b>257 545</b>	<b>604 705</b>	<b>266 361</b>	<b>606 848</b>

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2014

Consolidated	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
<b>Balance as at 01 January 2014</b>	1 302 474	36 602	1 339 076	855 329	68 858	924 187	641 977	1 547 819	4 453 059
Share of Profit / Loss in associate 2013	2 184	-	2 184	-	-	-	-	-	2 184
Surplus for the year	1 304 658	36 602	1 341 260	855 329	68 858	924 187	641 977	1 547 819	4 455 243
Other comprehensive income/(loss)	197 311	-	197 311	124 514	8 526	133 040	-	-	330 351
Transfers	(25 718)	-	(25 718)	-	-	-	(47 088)	-	(72 806)
	(397 114)	115 586	(281 528)	(64 812)	(1 669)	(66 481)	-	345 959	(2 050)
<b>Balance as at 31 December 2014</b>	1 079 137	152 188	1 231 325	915 031	75 715	990 746	594 889	1 893 778	4 710 738
<b>Balance as at 01 January 2013</b>	1 059 533	418 404	1 477 937	680 972	60 467	741 439	372 108	1 265 700	3 857 184
Previously unrecognised immaterial subsidiaries	-	(3 022)	(3 022)	-	-	-	-	-	(3 022)
Surplus for the year	1 059 533	415 382	1 474 915	680 972	60 467	741 439	372 108	1 265 700	3 854 162
Other comprehensive income	202 595	-	202 595	89 982	8 392	98 374	-	-	300 969
Transfers	33 867	-	33 867	-	-	-	269 869	-	303 736
	6 479	(378 780)	(372 303)	84 375	(1)	84 375	-	282 119	(5 808)
<b>Balance as at 31 December 2013</b>	1 302 474	36 602	1 339 074	855 329	68 858	924 188	641 977	1 547 819	4 453 059

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2014

University	Undesignated Funds R'000	Designated / Committed Funds R'000	Total Unrestricted use funds R'000	Trust / Donor / Bursaries Funds R'000	Student Residence Funds R'000	Total Restricted use funds R'000	Non-Current Investment Revaluation R'000	Funds invested in Property, Plant and Equipment R'000	TOTAL R'000
<b>Balance as at 01 January 2014</b>	1 302 474	45 164	1 347 638	855 329	68 858	924 187	641 977	1 547 818	4 461 620
Share of Profit / Loss in associate 2013	2 184	-	2 184	-	-	-	-	-	2 184
Surplus for the year	1 304 658	45 164	1 349 822	855 329	68 858	924 187	641 977	1 547 818	4 463 804
Other comprehensive income	197 308	-	197 308	133 333	8 526	141 859	-	-	339 167
Transfers	(25 718)	-	(25 718)	-	-	-	(47 088)	-	(72 806)
	(397 111)	122 869	(274 243)	(73 631)	(1 669)	(75 300)	-	349 543	-
<b>Balance as at 31 December 2014</b>	<u>1 079 137</u>	<u>168 033</u>	<u>1 247 170</u>	<u>915 031</u>	<u>75 715</u>	<u>990 746</u>	<u>594 889</u>	<u>1 897 361</u>	<u>4 730 166</u>
<b>Balance as at 01 January 2013</b>	1 059 533	418 404	1 477 937	680 972	60 467	741 439	372 108	1 265 700	3 857 184
Previously unrecognised immaterial subsidiaries	-	3 400	3 400	-	-	-	-	-	3 400
Surplus for the year	1 059 533	421 804	1 481 337	680 972	60 467	741 439	372 108	1 265 700	3 860 584
Other comprehensive income	202 597	-	202 597	92 123	8 392	100 515	-	-	303 112
Transfers	28 058	-	28 058	-	-	-	269 869	-	297 927
	12 286	(376 640)	(364 351)	82 234	(1)	82 233	-	282 118	-
<b>Balance as at 31 December 2013</b>	<u>1 302 474</u>	<u>45 164</u>	<u>1 347 638</u>	<u>855 329</u>	<u>68 858</u>	<u>924 187</u>	<u>641 977</u>	<u>1 547 818</u>	<u>4 461 620</u>

Notes:

1. "Unrestricted Use" funds available as referred to in note 2.3.2.
2. "Restricted Use" funds available as referred to in note 2.3.2.
3. "Non-Current Investment Revaluation" and "Funds invested in Property, Plant and Equipment" are Non-Distributable Reserves.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2014

		Consolidated		University	
	Notes	2014 R'000	2013 R'000	2014 R'000	2013 R'000
<b>Cash flows from operating activities</b>					
Cash generated from/(utilised in) operations	23	325 944	221 090	324 283	235 173
Finance cost	21	(18 024)	(18 364)	(18 024)	(18 364)
Finance income	21	18 150	12 594	18 015	11 906
<b>Net cash generated from operating activities</b>		<b>326 070</b>	<b>215 320</b>	<b>324 274</b>	<b>228 715</b>
<b>Cash flows from investing activities</b>					
Purchases of property, plant and equipment	3	(428 553)	(431 114)	(431 165)	(363 032)
Proceeds from disposal of property, plant and equipment	23	846	7 268	846	7 190
Purchases of intangible assets	4	9 706	(3 995)	11 793	(2 898)
Purchase of investments	6	(1 103 818)	(1 847 860)	(1 112 891)	(1 941 401)
Proceeds from sale of available-for-sale financial assets	6	1 107 101	1 949 677	1 109 202	1 956 093
(Increase) in loan to associate	25	(2 000)	(29 700)	(2 000)	(29 700)
Interest income	20	83 687	76 155	83 687	76 155
Dividends received	20	40 956	37 064	40 956	37 064
<b>Net cash (outflow) from investing activities</b>		<b>(292 075)</b>	<b>(242 505)</b>	<b>(299 572)</b>	<b>(260 529)</b>
<b>Cash flows from financing activities</b>					
Increase/(Decrease) in government grant	12	-	67 634	-	67 634
Repayments of borrowings	10	(3 844)	(4 379)	(3 844)	(4 379)
<b>Net cash inflow/(outflow) from financing activities</b>		<b>(3 844)</b>	<b>63 255</b>	<b>(3 844)</b>	<b>63 255</b>
<b>Net increase in cash and cash equivalents</b>		<b>30 151</b>	<b>36 070</b>	<b>20 858</b>	<b>31 441</b>
Cash and cash equivalents at beginning of the year		225 480	189 410	220 851	189 410
<b>Cash and cash equivalents at end of the year</b>	<b>9</b>	<b>255 631</b>	<b>225 480</b>	<b>241 709</b>	<b>220 851</b>



NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

3 Property, plant and equipment

Consolidated	Vehicles	Network & Mainframe computer equipment					Furniture & equipment	Electric generators	Gas boilers	Air conditioners and plants	Lifts	Buildings	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>2014</b>													
<b>Cost as at 1 January 2014</b>	39 602	48 851	31 830	302 458	14 977	597	33 434	20 623	1 631 667	2 124 039			
Additions during the year	4 755	17 678	2 182	78 324	1 812	-	10 822	19 086	293 894	428 553			
Adjustment	-	-	-	(2)	-	-	-	-	79	77			
Reclassifications	-	-	-	(481)	303	-	54	-	(52)	(176)			
Disposals during the year	(693)	(6 588)	(3 839)	(1 790)	-	-	(2 900)	(141)	(47)	(15 998)			
<b>Cost as at 31 December 2014</b>	<b>43 664</b>	<b>59 941</b>	<b>30 173</b>	<b>378 509</b>	<b>17 092</b>	<b>597</b>	<b>41 410</b>	<b>39 568</b>	<b>1 925 541</b>	<b>2 536 495</b>			
Accumulated depreciation													
Accumulated depreciation as at 1 January 2014	(17 081)	(22 508)	(22 990)	(107 439)	(7 199)	(435)	(10 315)	(7 752)	(282 404)	(478 123)			
Current year depreciation	(5 845)	(12 772)	(3 799)	(32 829)	(1 483)	(31)	(2 665)	(606)	(29 771)	(89 801)			
Depreciation on disposal made during the year	(5)	-	(57)	(17)	-	-	(15)	-	-	(94)			
Depreciation on reclassifications	384	6 588	3 473	1 327	(4)	-	2 900	141	553	15 362			
<b>Accumulated depreciation as at 31 December 2014</b>	<b>(22 547)</b>	<b>(28 692)</b>	<b>(23 373)</b>	<b>(138 958)</b>	<b>(8 686)</b>	<b>(466)</b>	<b>(10 095)</b>	<b>(8 217)</b>	<b>(311 622)</b>	<b>(552 656)</b>			
<b>Net carrying amount</b>													
Cost as at 31 December 2014	43 664	59 941	30 173	378 509	17 092	597	41 410	39 568	1 925 541	2 536 495			
Accumulated depreciation as at 31 December 2014	(22 547)	(28 692)	(23 373)	(138 958)	(8 686)	(466)	(10 095)	(8 217)	(311 622)	(552 656)			
<b>Net carrying amount as at 31 December 2014</b>	<b>21 117</b>	<b>31 250</b>	<b>6 800</b>	<b>239 551</b>	<b>8 406</b>	<b>131</b>	<b>31 315</b>	<b>31 351</b>	<b>1 613 919</b>	<b>1 983 839</b>			
Assets with zero net carrying value as at 31 December 2014 included above at cost, but still in use	6 698	5 679	14 090	10 687	1 800	288	2 677	777	23 605	66 301			
Assets under construction, that are included in the balances above	(24)	-	50	25 942	-	-	-	-	352 975	378 943			

The useful life of all zero valued assets is reviewed on an ongoing basis.

As of 31 December 2014, assets to the amount of R448 803 (2013: R448 803) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

3 Property, plant and equipment

University	Vehicles	Network & Mainframe computer equipment		Computer equipment	Furniture & equipment	Electric generators	Gas boilers	Air conditioners and plants	Lifts	Buildings	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>2014</b>											
<b>Cost as at 1 January 2014</b>	39 304	48 851	30 909	300 762	14 977	597	33 434	20 623	1 566 579	2 056 036	
Additions during the year	6 136	17 678	1 736	78 262	1 811	-	10 822	19 086	295 634	431 165	
Adjustment	-	-	-	-	-	-	-	-	-	-	
Reclassifications	-	-	-	(481)	303	-	54	-	(52)	(176)	
Disposals during the year	(693)	(6 588)	(3 839)	(1 790)	-	-	(2 900)	(141)	(47)	(15 998)	
<b>Cost as at 31 December 2014</b>	<b>44 747</b>	<b>59 941</b>	<b>28 806</b>	<b>376 753</b>	<b>17 091</b>	<b>597</b>	<b>41 410</b>	<b>39 568</b>	<b>1 862 114</b>	<b>2 471 027</b>	
Accumulated depreciation											
Accumulated depreciation as at 1 January 2014	(17 085)	(22 508)	(22 991)	(107 439)	(7 199)	(435)	(10 315)	(7 752)	(282 068)	(477 792)	
Current year depreciation	(5 845)	(12 772)	(3 799)	(32 829)	(1 483)	(31)	(2 665)	(606)	(27 987)	(88 017)	
Depreciation on disposal made during the year	-	-	(56)	(17)	-	-	(15)	-	36	(52)	
Depreciation on reclassifications	384	6 588	3 473	1 327	(4)	-	2 900	141	553	15 362	
<b>Accumulated depreciation as at 31 December 2014</b>	<b>(22 546)</b>	<b>(28 692)</b>	<b>(23 373)</b>	<b>(138 958)</b>	<b>(8 686)</b>	<b>(466)</b>	<b>(10 095)</b>	<b>(8 217)</b>	<b>(309 466)</b>	<b>(550 499)</b>	
<b>Net carrying amount</b>											
Cost as at 31 December 2014	44 747	59 941	28 806	376 753	17 091	597	41 410	39 568	1 862 114	2 471 027	
Accumulated depreciation as at 31 December 2014	(22 546)	(28 692)	(23 373)	(138 958)	(8 686)	(466)	(10 095)	(8 217)	(309 466)	(550 499)	
<b>Net carrying amount as at 31 December 2013</b>	<b>22 201</b>	<b>31 250</b>	<b>5 433</b>	<b>237 795</b>	<b>8 405</b>	<b>131</b>	<b>31 315</b>	<b>31 351</b>	<b>1 552 648</b>	<b>1 920 528</b>	
Assets with zero net carrying value as at 31 December 2014 included above at cost, but still in use	6 698	5 679	14 090	10 687	1 800	288	2 677	777	23 605	66 301	
Assets under construction, that are included in the balances above	(24)	-	50	25 942	-	-	-	-	352 975	378 943	

The useful life of all zero valued assets is reviewed on an ongoing basis.

As of 31 December 2014, assets to the amount of R448 803 (2013: R448 803) were capitalised and written off in full as a result of government grants received.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

4 Intangible assets

Consolidated	Artwork	Computer Software	Total	Artwork	Computer Software	Total
	2014	2014	2014	2013	2013	2013
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Year ended 31 December</b>						
<b>Cost</b>						
Opening cost	1 144	37 072	38 216	1 284	33 022	34 306
Additions	48	14 065	14 113	-	4 177	4 177
Disposal	-	(23 819)	(23 819)	-	(182)	(182)
Adjustment	-	18	18	(140)	56	(84)
<b>Total cost</b>	<b>1 192</b>	<b>27 336</b>	<b>28 528</b>	<b>1 144</b>	<b>37 072</b>	<b>38 216</b>
<b>Amortisation</b>						
Opening balance	-	(32 603)	(32 603)	-	(30 342)	(30 342)
Amortisation charge for the year	-	(8 664)	(8 664)	-	(2 443)	(2 443)
Amortisation on disposals	-	23 816	23 816	-	182	182
<b>Total accumulated amortisation</b>	<b>-</b>	<b>(17 451)</b>	<b>(17 451)</b>	<b>-</b>	<b>(32 603)</b>	<b>(32 603)</b>
<b>Net carrying amount</b>						
Cost as at 31 December	1 192	27 336	28 528	1 144	37 072	38 216
Accumulated depreciation as at 31 December	-	(17 451)	(17 451)	-	(32 603)	(32 603)
<b>Net carrying amount as at 31 December</b>	<b>1 192</b>	<b>9 886</b>	<b>11 078</b>	<b>1 144</b>	<b>4 470</b>	<b>5 614</b>
University	Artwork	Computer Software	Total	Artwork	Computer Software	Total
	2014	2014	2014	2013	2013	2013
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Year ended 31 December</b>						
<b>Cost</b>						
Opening cost	1 144	35 976	37 120	1 284	33 022	34 306
Additions	48	11 978	12 026	-	3 080	3 080
Disposal	-	(23 819)	(23 819)	-	(182)	(182)
Adjustment	-	-	-	(140)	56	(84)
<b>Total cost</b>	<b>1 192</b>	<b>24 135</b>	<b>25 327</b>	<b>1 144</b>	<b>35 976</b>	<b>37 120</b>
<b>Amortisation</b>						
Opening balance	-	(32 567)	(32 567)	-	(30 342)	(30 342)
Amortisation charge for the year	-	(8 611)	(8 611)	-	(2 407)	(2 407)
Amortisation on disposals	-	23 819	23 819	-	182	182
<b>Total accumulated amortisation</b>	<b>-</b>	<b>(17 359)</b>	<b>(17 359)</b>	<b>-</b>	<b>(32 567)</b>	<b>(32 567)</b>
<b>Net carrying amount</b>						
Cost as at 31 December	1 192	24 135	25 327	1 144	35 976	37 120
Accumulated depreciation as at 31 December	-	(17 359)	(17 359)	-	(32 567)	(32 567)
<b>Net carrying amount as at 31 December</b>	<b>1 192</b>	<b>6 776</b>	<b>7 968</b>	<b>1 144</b>	<b>3 409</b>	<b>4 553</b>

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**8 Receivables and prepayments**

	<b>Consolidated</b>		<b>University</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Student receivables	250 235	366 887	250 235	366 887
Less: Provision for impairment	(144 198)	(129 027)	(144 198)	(129 027)
Student receivables - net carrying amount	106 037	237 860	106 037	237 860
Other receivables	70 744	68 280	69 219	66 246
Advances and pre-payments	22 714	32 617	22 714	32 617
Deposits	2 115	312	2 115	312
Staff loans, receivables and advances	323	301	323	301
Other receivables - net carrying amount	45 592	28 684	44 067	26 650
Other receivables	47 252	32 252	45 726	30 218
Less: Provision for impairment	(1 659)	(3 568)	(1 659)	(3 568)
Interest and dividends receivable	-	6 366	-	6 366
	<b>176 781</b>	<b>306 140</b>	<b>175 256</b>	<b>304 106</b>

The fair value of student and other receivables approximate their book values as shown above.

The carrying amounts of the University's student and other receivables are denominated in South African Rands (R).

The University does not hold any collateral as security.

Refer to note 24.2 for disclosure relating to the University's exposure to credit risk, as well as a reconciliation of the movement in the provision for impairment of student and other receivables.

**Student Receivables**

As of 31 December 2014, student receivables of Consolidated R106 037 / University R106 037 (2013: Consolidated R237 860 / University R237 860) were past due date but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments). Students whose terms have been negotiated also fall in this category.

	<b>Consolidated</b>		<b>University</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
The ageing of these receivables is as follows:				
Students enrolled in current year	106 037	237 860	106 037	237 860
Students enrolled in prior years	-	-	-	-
	<b>106 037</b>	<b>237 860</b>	<b>106 037</b>	<b>237 860</b>

As of 31 December 2014, student receivables of Consolidated R144 198 / University R144 198 (2013: Consolidated R129 027 / University R129 027) were impaired and provided for. The individually impaired student receivables mainly relate to students experiencing financial difficulty with their payments. It was assessed that a portion of the student receivables is expected to be recovered.

The ageing of this provision is as follows:

Students enrolled in current year	68 034	64 901	68 034	64 901
Students enrolled in prior year	45 292	36 499	45 292	36 499
Students enrolled more than two years ago	30 872	27 627	30 872	27 627
	<b>144 198</b>	<b>129 027</b>	<b>144 198</b>	<b>129 027</b>

Movements in the provision for impairment of student receivables are as follows:

At 1 January				
Provision for impairment	129 027	112 748	129 027	112 748
Increase in provision for receivables impaired	42 261	50 794	42 261	50 794
Receivables written off during the year as uncollectable	(27 090)	(34 515)	(27 090)	(34 515)
At 31 December	<b>144 198</b>	<b>129 027</b>	<b>144 198</b>	<b>129 027</b>

The creation and release of the provision for impaired student receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.



# NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

## 8 Receivables and prepayments (continued)

### Other trade receivables:

As of 31 December 2014, other trade receivables of Consolidated R70 744 / University R69 219 (2013: Consolidated R68 280 / University R66 246) were fully performing.

As of 31 December 2014, other trade receivables of Consolidated R0 / University R0 (2013: Consolidated R0 / University R0) were past due but not impaired, all debt were fully performing. These relate to a number of companies or institutions for whom there is no recent history of default.

	Consolidated		University	
	2014	2013	2014	2013
	R'000	R'000	R'000	R'000
The ageing of these receivables is as follows:				
Up to 3 months	70 744	68 280	69 219	66 246
3 to 6 months	-	-	-	-
	<b>70 744</b>	<b>68 280</b>	<b>69 219</b>	<b>66 246</b>

As of 31 December 2014, other trade receivables of Consolidated R1 659 / University R1 659 (2013: Consolidated R3 568 / University R3 568) were impaired and provided for. Due to the nature of these receivables and a history of low defaults credit losses are deemed minimal. Some credit losses have been provided for based on an individual evaluation of individual trade receivables and historical default rates. It was assessed that a portion of the other trade receivables is expected to be recovered.

The ageing of these provision is as follows:

3 to 6 months	512	3 143	512	3 143
Over 6 months	1 147	425	1 147	425
	<b>1 659</b>	<b>3 568</b>	<b>1 659</b>	<b>3 568</b>

Movements in the provision for impairment of other trade receivables are as follows:

At 1 January	3 568	4 227	3 568	4 227
Provision for impairment	(1 844)	(441)	(1 844)	(441)
Receivables written off during the year	(65)	(218)	(65)	(218)
At 31 December	<b>1 659</b>	<b>3 568</b>	<b>1 659</b>	<b>3 568</b>

The creation and release of the provision for impaired other trade receivables has been included in other operating expenses in the statement of comprehensive income. Amounts charged to the statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.

## 9 Cash and cash equivalents

	Consolidated		University	
	2014	2013	2014	2013
	R'000	R'000	R'000	R'000
Call deposits, cash in the bank and cash on hand	125 568	167 180	111 646	162 551
Short term deposits	130 063	58 300	130 063	58 300
	<b>255 631</b>	<b>225 480</b>	<b>241 709</b>	<b>220 851</b>

The fair value of cash and cash equivalents approximates its carrying amount.

The carrying amount of the University's cash and cash equivalents is denominated in South African Rands (R). The maximum exposure to credit risk at the reporting date is the carrying value of cash and cash equivalents (excluding bank overdrafts). Management of credit risk is discussed in note 24.

The following cessions in favour of ABSA Bank are in place:

ABSA fixed deposit	110	110	110	110
ABSA fixed deposit	1 250	1 250	1 250	1 250
Erf 3, Uitsaaisentrum, IR Gauteng	5 000	5 000	5 000	5 000
Portion 684, Doornfontein, IR Transvaal	2 000	2 000	2 000	2 000
Erf 636, Doornfontein, IR Transvaal	2 000	2 000	2 000	2 000
Erf 119-121, 123-126 and 61-66, Doornfontein, IR Transvaal	2 280	2 280	2 280	2 280

**NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**11 Students deposits and income received in advance**

	<b>Consolidated</b>		<b>University</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
At 1 January	101 027	60 647	101 714	60 647
Deferred during the year	16 733	43 525	16 046	43 525
Credited to the statement of comprehensive income	(6 262)	(3 145)	(6 262)	(2 457)
At 31 December	111 498	101 027	111 498	101 715
Less: current portion	(111 498)	(101 027)	(111 498)	(101 715)
Included in non-current liabilities	-	-	-	-
Non-current portion	-	-	-	-

Included in the current portion is an amount for income received in advance of Consolidated R0 / University R0 (2013: Consolidated R687 / University R0).

**12 Deferred revenue**

The Minister of Higher Education and training has approved student enrolment plans for all higher education institutions for the period up to 2014. In addition, the Minister has also earmarked funding allocations primarily for the improvement of teaching/learning infrastructure. These allocations are intended to improve graduate output efficiencies and to produce additional graduates in scarce-skill fields.

	<b>Consolidated</b>		<b>University</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Opening balance as at 1 January	194 052	126 418	194 052	126 418
Grants received during the year	-	73 437	-	73 437
Grants utilised to reduce asset cost	-	(5 803)	-	(5 803)
	194 052	194 052	194 052	194 052
Current portion transferred to current liabilities	(76 688)	(95 899)	(76 688)	(95 899)
	<b>117 364</b>	<b>98 153</b>	<b>117 364</b>	<b>98 153</b>

**13 Trade payables, accruals and other liabilities**

	<b>Consolidated</b>		<b>University</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Trade payables	228 291	203 795	229 686	204 455
Accruals	69 389	50 612	69 378	50 486
Leave pay accrual	66 695	69 653	66 695	69 653
Bonus accrual	30 779	25 749	30 779	25 749
Value Added Tax *	10 824	3 927	10 756	12 288
	<b>405 978</b>	<b>353 736</b>	<b>407 294</b>	<b>362 631</b>

The fair values for trade payables, accruals and other liabilities above approximate their book values.

\* Included within the Value Added Tax liability, is the provision for the VAT on imported services for the period 2010 to 2014. This amount will be paid over to the South African Revenue Service (SARS), by 30 April 2015.

**14 Personnel costs**

	<b>Consolidated</b>		<b>University</b>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
Academic professionals	864 270	810 048	851 700	801 706
Other personnel	842 798	703 466	830 541	696 222
Other post retirement costs	31 507	37 776	31 049	37 387
Pension cost - defined contribution plans	94 636	83 897	93 260	83 033
Pension cost - defined benefit plans	10 815	12 713	10 658	12 582
	<b>1 844 026</b>	<b>1 647 900</b>	<b>1 817 208</b>	<b>1 630 930</b>

Average number of persons in service at the University of Johannesburg and its subsidiaries during the year:

Full Time	3 158	3 080	3 136	3 060
Part Time	3 355	3 309	3 279	3 267

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

15 Long term employee benefits

	Consolidated		University	
	2014	2013	2014	2013
	R'000	R'000	R'000	R'000
Post-retirement medical benefits	200 859	170 287	200 859	170 287
UJ Long service awards	33 354	-	33 354	-
	<u>234 213</u>	<u>170 287</u>	<u>234 213</u>	<u>170 287</u>
<i>Reconciliation of the actuarial gains / (losses) on long term employee benefits:</i>				
- Post-retirement medical benefits	(17 802)	24 340	(17 802)	24 340
- UJ Pension fund	31 732	154 525	31 732	154 525
- UJ Disability fund	4 462	27 789	4 462	27 789
- UJ Long service awards	(1 765)	-	(1 765)	-
	<u>16 627</u>	<u>206 654</u>	<u>16 627</u>	<u>206 654</u>
<i>Reconciliation of the change in asset limit:</i>				
- UJ Pension fund	(33 391)	(139 189)	(33 391)	(139 189)
- UJ Disability fund	(8 954)	(33 598)	(8 954)	(33 598)
	<u>(42 345)</u>	<u>(172 787)</u>	<u>(42 345)</u>	<u>(172 787)</u>
UJ pension fund (Note 15.2)	65 715	68 681	65 715	68 681

15.1 Post-retirement medical benefits - Wholly unfunded

The University provides post-retirement medical benefits to certain qualifying employees in the form of continued medical aid contributions. Their entitlement to these benefits is dependent on the employee remaining in service until retirement. The accumulated post-retirement medical obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability based on the University's current practice of funding a portion of its retirees and in service members medical aid was valued at 31 December 2014.

	Consolidated		University	
	2014	2013	2014	2013
	R'000	R'000	R'000	R'000
Present value of the obligation	<u>(234 213)</u>	<u>(170 287)</u>	<u>(234 213)</u>	<u>(170 287)</u>
	<u>(234 213)</u>	<u>(170 287)</u>	<u>(234 213)</u>	<u>(170 287)</u>
<i>Reconciliation of the movement in the defined benefit obligation:</i>				
Present value of obligation: beginning of the year	(170 287)	(182 081)	(170 287)	(182 081)
Current service cost	(3 720)	(4 034)	(3 720)	(4 034)
Interest cost	(16 307)	(15 600)	(16 307)	(15 600)
Benefits paid	7 257	7 088	7 257	7 088
	<u>(183 057)</u>	<u>(194 627)</u>	<u>(183 057)</u>	<u>(194 627)</u>
Remeasurements:				
- (Gain)/loss from change in financial assumptions	15 236	(20 558)	15 236	(20 558)
- (Gain)/loss from change in demographic assumptions	2 566	(3 782)	2 566	(3 782)
	<u>17 802</u>	<u>(24 340)</u>	<u>17 802</u>	<u>(24 340)</u>
Present value of obligation: end of the year	<u>(200 859)</u>	<u>(170 287)</u>	<u>(200 859)</u>	<u>(170 287)</u>

The risks faced by UJ as a result of the post-employment healthcare obligation are as follows:

- Inflation: The risk that future CPI Inflation and healthcare cost Inflation are higher than expected and uncontrolled.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement healthcare liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for
- Perceived inequality by non-eligible employees: The risk that dissatisfaction of employees who are not eligible for a post-employment healthcare subsidy.
- Administration: Administration of this liability poses a burden to UJ.
- Enforcement of eligibility criteria and rules: The risk that eligibility criteria and rules are not strictly or consistently enforced.

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 15.1 Post-retirement medical benefits - Wholly unfunded (continued)

In estimating the unfunded liability for post-employment medical care, the following assumptions are made:

	Consolidated		University	
	2014	2013	2014	2013
	R'000	R'000	R'000	R'000
Effective date of assumptions	31 Dec 2014	31 Dec 2013	31 Dec 2014	31 Dec 2013
Post retirement plan				
Discount rate	9.00%	9.80%	9.00%	9.80%
Health care cost inflation	8.80%	9.10%	8.80%	9.10%
Continuation of membership	100.00%	100.00%	100.00%	100.00%
Normal retirement age	65 yrs	65 yrs	65 yrs	65 yrs
Expected retirement age	65 yrs	65 yrs	65 yrs	65 yrs
CPI Inflation	6.80%	7.10%	6.80%	7.10%
UJ's best estimate of contributions and benefits expected to be paid to the plan during the annual period beginning after reporting date:	(8 113)	(7 257)	(8 113)	(7 257)

The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions

	Change in assumption	Impact on defined benefit obligation	
		Increase in assumption	Decrease in assumption
Healthcare cost inflation	1%	Increase by 15.4%	Decrease by 13.1%
Discount rate	1%	Decrease by 13.3%	Increase by 16.0%
		Increase by 1 year in assumption	Decrease by 1 year in assumption
Expected retirement age		Decrease by 3.4%	Increase by 3.1%

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

### 15.2 Pension obligations - Wholly funded

The University has established post retirement pension schemes that cover all employees. Presently there are two defined benefit plans and two defined contribution plans. The first defined benefit plan is a final salary plan that has a defined contribution element in that should the plan assets exceed the defined benefit obligation, employees are entitled to that surplus. The second is a final salary plan as defined and is funded. The assets of the fund are held in an independent trustee administered fund in terms of the Pensions Fund Act of 1956, as amended. The pension fund is valued by independent actuaries on an annual basis using the Projected Unit Credit Method.

The latest full actuarial valuation of the pension fund was performed on the 31 December 2014. Contributions to the provident fund are charged to the statement of comprehensive income in the year in which they are incurred.



NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

15.2 Pension obligations - Wholly funded (continued)

	Consolidated		University	
	2014	2013	2014	2013
	R'000	R'000	R'000	R'000
<b>Balance at end of the year</b>				
Present value of the obligation	(796 540)	(775 079)	(796 540)	(775 079)
Fair value of plan assets	1 203 613	1 128 388	1 203 613	1 128 388
Unrecognised surplus due to IAS 19(a) limit	(341 358)	(284 628)	(341 358)	(284 628)
Defined benefit surplus at 31 December	<b>65 715</b>	<b>68 681</b>	<b>65 715</b>	<b>68 681</b>

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

**Reconciliation of the present value of the obligation**

Defined benefit obligation at beginning of the year	775 079	727 455	775 079	727 455
Member contributions	2 825	2 956	2 825	2 956
Service cost	13 678	11 928	13 678	11 928
Interest cost	62 071	59 922	62 071	59 922
	<b>853 653</b>	<b>802 261</b>	<b>853 653</b>	<b>802 261</b>
Remeasurements:				
- Actuarial (gain)/loss	5 635	11 961	5 635	11 961
Benefit payments	(62 748)	(39 143)	(62 748)	(39 143)
Defined benefit obligation at year end	<b>796 540</b>	<b>775 079</b>	<b>796 540</b>	<b>775 079</b>

**Reconciliation of the fair value of plan assets**

Fair Value of assets as at 1 January	1 128 388	917 577	1 128 388	917 577
University contributions	7 406	5 622	7 406	5 622
Member contributions	2 825	2 956	2 825	2 956
	<b>1 138 619</b>	<b>926 155</b>	<b>1 138 619</b>	<b>926 155</b>
Remeasurements:				
-Net interest income/expense	90 375	74 890	90 375	74 890
-Actuarial gain/(loss)	37 367	166 486	37 367	166 486
	<b>127 742</b>	<b>241 376</b>	<b>127 742</b>	<b>241 376</b>
Benefits paid	(62 748)	(39 143)	(62 748)	(39 143)
Fair Value of assets as at 31 December	<b>1 203 613</b>	<b>1 128 388</b>	<b>1 203 613</b>	<b>1 128 388</b>
The actual return on plan assets is as follows:	127 742	241 376	127 742	241 376

**The risks faced by UJ as a result of the defined benefit obligation are as follows:**

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected pension and salary increases which would increase the liability to the University.
- Longevity: The risk that pensioners live longer than expected and thus their healthcare benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.
- Administration: Administration of this liability poses a burden to UJ.

# NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

## 15.2 Pension obligations - Wholly funded (continued)

The assets of the University of Johannesburg Defined Benefit Pension Fund were invested as follows:

	Consolidated		University	
	2014	2013	2014	2013
Cash	9.93%	10.77%	9.93%	10.77%
Equity	40.80%	41.62%	40.80%	41.62%
Bonds	22.26%	21.26%	22.26%	21.26%
Property	1.72%	0.24%	1.72%	0.24%
International	23.70%	25.00%	23.70%	25.00%
Other	1.59%	1.11%	1.59%	1.11%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2014.

	Consolidated		University	
	2014	2013	2014	2013
Discount rate	8.10%	8.20%	8.10%	8.20%
Inflation rate	5.90%	6.00%	5.90%	6.00%
Salary increase rate	6.90%	7.00%	6.90%	7.00%
Pension increase allowance (Ex-NTRF)	3.25%	3.30%	3.25%	3.30%
Pension increase allowance (Other pensioners)	3.84%	3.90%	3.84%	3.90%

UJ's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:

8 367	9 179	8 367	9 179
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Amounts for the latest actuarial valuation and previous four periods are as follows:

	2010	2011	2012	2013	2014
	R'000	R'000	R'000	R'000	R'000
Defined benefit obligation	155 348	183 738	182 081	(170 287)	(231 467)
Fair value of plan assets	(44 997)	(53 665)	(55 829)	68 681	65 715
Retirement benefit obligation	110 351	130 073	126 252	(101 606)	(165 752)

## Sensitivity Analysis

It is important to treat the results of the valuation with a degree of caution, as they are extremely sensitive to the assumptions used.

The valuation results set out above are based on a number of assumptions. The value of the liability could turn out to be overstated or understated, depending on the extent to which actual experience differs from the assumptions adopted

We recalculated the liability to show the effect of:

- the discount rate assumption on the defined benefit obligation by adding and subtracting 1% to the discount rate; and
- the inflation assumption on the defined benefit obligation by adding and subtracting 1% to the inflation rate.

	Main Result	+1%	-1%
	R'000	R'000	R'000
<b>Discount rate</b>			
Defined benefit obligation	(796 540)	(714 901)	(895 591)
Change		(10.20%)	12.40%
<b>Inflation rate</b>			
Defined benefit obligation	(796 540)	(861 848)	(738 623)
Change		8.20%	(7.30%)

# NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

## 15.3 Disability Fund

The University provides post-retirement disability benefits to certain qualifying employees in the form of continued disability contributions. Their entitlement of these benefits continue to the end of the year in which the claimant reached the age of 65 and increase annually. The accumulated disability obligation and annual cost of those benefits is determined annually by independent actuaries. The actuarially determined liability which is reduced by the payments received from reinsurers was valued at 31 December 2014.

	Consolidated		University	
	2014	2013	2014	2013
	R'000	R'000	R'000	R'000
<b>Balance at end of the year</b>				
Present value of the obligation	(23 760)	(24 470)	(23 760)	(24 470)
Fair value of plan assets	148 282	131 577	148 282	131 577
Unrecognised surplus due to IAS 19(a) limit	(124 522)	(107 107)	(124 522)	(107 107)
Defined benefit surplus at 31 December	-	-	-	-

The paragraph 65 limit ensures that the asset recognised in the financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds of reductions in future contributions.

### Reconciliation of the movement in the defined benefit obligation:

Present value of obligation: beginning of the year	24 470	28 529	24 470	28 529
Current service cost	7 219	4 301	7 219	5 795
Interest cost	1 845	2 055	1 845	2 055
	33 534	34 885	33 534	36 379
- Actuarial (gain)/loss	(326)	(4 584)	(326)	(4 584)
Benefits paid (net of reinsurance proceeds)	(9 448)	(5 831)	(9 448)	(7 325)
Present value of obligation: end of year	<b>23 760</b>	<b>24 470</b>	<b>23 760</b>	<b>24 470</b>

### Reconciliation of the movement in the plan assets:

Present value of assets beginning of the year	131 577	96 973	131 577	96 973
Contributions (net of reinsurance premiums)	4 321	5 602	4 321	5 602
Value of assets as at 31 December	135 898	102 575	135 898	102 575
Remeasurements:				
-Net interest income/expense	10 477	7 327	10 477	7 327
-Actuarial (gain)/loss	4 136	23 205	4 136	23 205
	14 613	30 532	14 613	30 532
Benefits (net of reinsurance premiums)	(2 229)	(1 530)	(2 229)	(1 530)
Value of assets as at 31 December	<b>148 282</b>	<b>131 577</b>	<b>148 282</b>	<b>131 577</b>
The actual return on plan assets is as follows:	14 613	30 532	14 613	30 532

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 15.3 Disability Fund (continued)

The assets of the University of Johannesburg Disability Fund were invested as follows:

	Consolidated		University	
	2014 R'000	2013 R'000	2014 R'000	2013 R'000
Cash	12.37%	19.28%	12.37%	19.28%
Equity	32.06%	32.47%	32.06%	32.47%
Bonds	11.69%	13.14%	11.69%	13.14%
Property	12.08%	7.10%	12.08%	7.10%
International	28.61%	26.74%	28.61%	26.74%
Other	3.19%	1.27%	3.19%	1.27%
<b>Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Plan assets are valued at the current market value as required by IAS 19 as at 31 December 2014.

#### Claimants

Number of members	22	21	22	21
Annual benefit	6 689	6 350	6 689	6 350
Annual reinsured benefit	4 454	4 430	4 454	4 430
Benefit weighted average service	55.7 years	54.8 years	55.7 years	54.8 years
Effective date of assumptions	31 Dec 2014	31 Dec 2013	31 Dec 2014	31 Dec 2013

#### The principal assumptions used for accounting purposes were as follows:

General inflation rate	5.50%	6.00%	5.50%	6.00%
Discount rate	7.70%	7.90%	7.70%	7.90%
Expected increases in benefits	6.50%	7.00%	6.50%	7.00%

The University's best estimate of contributions expected to be paid to the plan during the annual period beginning after reporting date:

(9 802)	(12 195)	(9 802)	(12 195)
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The sensitivity of the defined benefit obligation to changes in the weighted principle assumptions

	Change in assumption	Impact on defined benefit obligation Increase in assumption	Decrease in assumption
Inflation rate	1%	Increase by 11.1%	Decrease by 10.2%
Discount rate	1%	Decrease by 6.0%	Increase by 6.7%

The fund is not registered with the FSB.

The benefits of the fund are payable to the current claimants under the fund.

The fund liability is reduced by the payments received from the reinsurers.

The employees of the University of Johannesburg are entitled to a disability benefit which is housed in a fund. The University of Johannesburg contributes to the insurance policy for the disability funding of their permanent employees. However there is nothing in the fund rules that eliminates The University of Johannesburg's obligation to the employees in the event of the insurance policy not being able to cover the deficit or in the event that there is insufficient assets in the fund. The benefit paid to the disabled employee does not depend on the length of service.

The University of Johannesburg entered into a contract with Guardrisk Life Limited under which Guardrisk Life Limited (Insurer) has underwritten, on payment of a lump sum due in terms of this policy, to provide assurance for eligible employees of the University of Johannesburg.

An eligible employee is an employee of the University of Johannesburg who is employed for at least 24 hours a week. The assurance provided is in respect of disability of a member to the fund. Guardrisk Life Limited has now undertaken to manage the fund and the disability claims. The entity previously had a fund with Momentum. There are members of this fund which have become partially disabled. The initial Momentum Disability Policy will continue to pay 75% of the disability claimant's benefits; the remainder is paid by Guardrisk Life Limited now. The effective date for the policy is 1 January 2015 per the signed contract. The premium was paid on 1 December 2014 and the balance sheet and income statement of this insurance policy was accounted from this date.

A member's membership of the fund shall be terminated on the earliest of the following events:

- The death of the member;
- The member attaining normal retirement age;
- The member ceasing to be a member of the Fund;
- Discontinuance of the payment of premiums in respect of a member;
- Absence of the member as defined;
- The permanent departure of the member from the territories in terms of the contract unless accepted in writing.



## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014

### 15.3 Disability Fund (continued)

The University of Johannesburg (Policyholder) shall bear the cost of the premiums required to provide the Benefits to the Members and shall pay the premiums and administrative charges due to the Insurer. The amount of premiums payable to secure the Benefits under this policy shall be calculated by the Insurer in accordance with the scale of premium rates in force under this policy at the date of calculation and will be based on information given to the Insurer by the Policyholder. The profit accumulation of the fund may be used to maintain benefits that could be adversely affected by circumstances beyond the control of the Policyholder. This utilisation of the profit share shall constitute a claim against the policy. The maximum accumulated value of claims may not exceed the accumulated profit. The Insurer's liability in this regard will not exceed the Benefit for which the Policyholder has paid premiums to the Insurer. In this case UJ might have an obligation towards the employees should the policy not have sufficient funds. The contract with Guardrisk life Limited did not impact on any previous accounting treatment and is accounted for on the same basis as in the past.

#### The risks faced by UJ as a result of the defined benefit obligation are as follows:

- Inflation: The risk that future CPI Inflation is higher than expected and uncontrolled. This would lead to greater than expected benefit increases which would increase the liability to the University.
- Long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-retirement liability may increase the liability for UJ.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for UJ.

### 15.4 Long service award

The University awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the University was valued at 31 December 2014 and accounted for in 2014 for the first time. This obligation is funded from University reserves.

	Consolidated		University	
	2014	2013	2014	2013
	R'000	R'000	R'000	R'000
<b>Reconciliation of the movement in the long service award obligation:</b>				
Present value of obligation: beginning of the year	28 254	-	28 254	-
Current service cost	3 155	-	3 155	-
Interest cost	2 287	-	2 287	-
	<u>33 696</u>	<u>-</u>	<u>33 696</u>	<u>-</u>
- Actuarial (gain)/loss	1 765	-	1 765	-
Benefits paid	(2 107)	-	(2 107)	-
Present value of obligation: end of year	<u><b>33 354</b></u>	<u><b>-</b></u>	<u><b>33 354</b></u>	<u><b>-</b></u>
The University's best estimate of awards expected to be paid to employees during the annual period beginning after reporting date:				
	(2 746)	-	(2 746)	-
The significant actuarial assumptions were as follows:				
Discount rate	8.10%		8.10%	
Salary inflation	7.40%		7.40%	
CPI inflation	5.90%		5.90%	
Expected retirement age	65 years		65 years	

The sensitivity analysis of the liability to changes in the principal assumptions is:

	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	1%	Decrease by 7.6%	Increase by 8.8%
Salary inflation	1%	Increase by 8.4%	Decrease by 7.5%
Expected retirement age	1 year	Increase by 4.0%	Decrease by 3.7%

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2014

27 Executive Remuneration

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit bonus R'	Total R'
Vice-Chancellor & Principal	I L Rensburg	2 979 590	100 652	341 785	3 422 028	-	500 000	3 922 028
DVC Strategic Services	D Van der Merwe	679 827	2 460 089	119 082	3 258 999	313 269	-	3 572 268
DVC Finance	J A Van Schoor	1 724 443	166 268	282 057	2 172 768	79 670	676 716	2 929 154
DVC Academic	A Parekh	1 844 956	360 316	272 177	2 477 449	-	813 020	3 290 469
DVC Research, Post Grad Studies, Library & Info Centre	T Manwala	1 726 805	79 728	253 345	2 059 878	79 226	780 679	2 919 783
Executive Director Student Affairs	M R Laka-Mathebula	1 055 411	12 863	149 222	1 217 496	-	-	1 217 496
DVC Internationalisation, Advancement & Student Affairs	S Maluleke	1 477 677	1 230 645	217 919	2 926 241	125 439	-	3 051 680
Registrar	I C Burger	1 606 173	17 151	233 027	1 856 351	71 398	668 351	2 596 100
Executive Dean Economic & Financial Sciences	A Dempsey	1 329 434	53 151	227 409	1 609 994	-	470 377	2 080 371
Executive Director Finance Expenditure	C J Kruger	1 193 180	53 151	220 744	1 467 075	-	227 468	1 694 543
DVC Strategic Services	M E Letlape	657 021	8 576	76 313	741 909	-	-	741 909
Executive Dean Art, Design & Architecture	F Freschi	1 228 509	17 151	183 891	1 429 551	-	247 531	1 677 082
Executive Dean Education	S J Gravett	1 346 794	47 151	216 049	1 609 994	-	516 636	2 126 630
Executive Dean Engineering & the Built Environment	S Sinha	1 278 856	17 151	179 144	1 475 151	-	268 299	1 743 450
Executive Dean Health Sciences	A Swart	1 351 474	17 151	241 369	1 609 994	61 923	453 340	2 125 257
Executive Director Operations	R Du Plessis	1 073 843	164 241	158 568	1 396 651	199 033	-	1 595 685
Executive Dean Law	P H O'Brien	1 349 135	17 151	243 708	1 609 994	61 923	476 848	2 148 765
Executive Dean Management	D Van Lill	1 278 421	27 851	196 305	1 502 577	57 791	393 000	1 953 369
Executive Dean Science	B B Mamba	439 486	7 146	89 358	535 990	-	-	535 990
Executive Dean UJ Sport	W J Hollander	555 775	35 826	101 278	692 879	-	-	692 879
Executive Director Advancement	M V Damianov	1 209 668	84 651	140 332	1 434 651	-	96 000	1 530 651
Executive Director Human Resources	V Singh	1 424 720	96 651	165 280	1 686 651	-	139 751	1 826 402
Executive Director Information & Communication Systems	A A Swartbooi	1 455 821	243 024	239 241	1 938 086	-	96 000	2 034 086
Executive Director Internationalisation	P G Mekgwe	1 312 288	220 323	173 138	1 705 749	-	130 560	1 836 309

Retired  
30 April

Appointed  
01 September

Resigned  
30 September

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 DECEMBER 2014

27 Executive Remuneration

Designation	Name	Salary R'	Allowances R'	Employer Contributions R'	Total R'	Leave Days sold R'	Merit bonus R'	Total R'
Executive Director Library & Information Centre	R Bawa	1 410 286	218 219	191 076	1 819 581	-	246 312	2 065 893
Executive Director Operations	S Mpambane	318 471	98 038	39 023	455 532	-	-	455 532
Executive Director Financial Governance	N Manorare	688 005	9 242	74 145	771 392	-	-	771 392
Executive Director Academic Development and Support	R P Ryan	1 349 135	17 151	243 708	1 609 994	61 992	140 001	1 811 986
Executive Director Chief of Staff	K C Mketi	548 393	8 576	68 274	625 243	-	-	625 243
Executive Director Research & Innovation	I M Mslbi	1 234 757	86 051	143 243	1 464 051	-	121 118	1 585 169
		<b>37 128 352</b>	<b>5 975 335</b>	<b>5 480 211</b>	<b>48 583 898</b>	<b>1 111 663</b>	<b>7 462 007</b>	<b>57 157 569</b>

Appointed  
01 October

## NOTES

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## NOTES

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## NOTES

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FACULTY OF ART, DESIGN  
AND ARCHITECTURE (FADA)



UJ\_FADA



@UJ\_FADA



UJFADA

FACULTY OF ECONOMIC AND  
FINANCIAL SCIENCES (FEFS)



UJ FEFS

FACULTY OF EDUCATION



@ELI\_UJ



Education@UJ

FACULTY OF ENGINEERING AND  
THE BUILT ENVIRONMENT (FEBE)



Engineering@UJ

FACULTY OF HEALTH SCIENCES



Health Science @UJ



@HealthSciencesUJ

FACULTY OF HUMANITIES



Humanities@UJ



@UJ\_Humanities

FACULTY OF LAW



Law@UJ



@Law\_UJ

FACULTY OF MANAGEMENT



Management@UJ

FACULTY OF SCIENCE



@scientiaeuJ



“At UJ we have a single passion: the provision of every possible and conceivable resource and opportunity to mould and guide graduates who have every right to be confident because they are superbly informed, independent minded and innovative to the core”

PROF IHRON RENSBURG, VICE-CHANCELLOR AND PRINCIPAL OF UJ