**UJ LIBRARY**

# Annual Report 2018

UNIVERSITY OF JOHANNESBURG

**The Future Reimagined**

# TABLE OF CONTENTS

# 1  EXECUTIVE SUMMARY

In May 2018, the Library embarked on a strategic plan aimed at embracing the Fourth Industrial Revolution. Over the next three years, we will update our operating systems with innovative technologies. The aim in this refocusing of the Library's strategic plan is to improve the support that we give to research, innovation, and teaching and learning at UJ. There are two key components to this strategic plan: upskilling and reskilling staff and introducing cutting-edge technologies and products.

## 1.1    STAFF EMBRACING THE FOURTH INDUSTRIAL REVOLUTION

Over the last five years, the UJ Library has gained a reputation as a leader in the field of electronic resources. The size of our electronic collection, our EBook Expo and the EBook Seminars we have held, have made us a leading library in the area of technology and innovation. Building on this, 2018 was a year in which we took several important steps to strengthen our position as leaders in the field of library technologies. This was made possible because staff enthusiastically embraced the challenges and innovations that the Fourth Industrial Revolution offers us.

### Change management

On 1 March 2018, Prof Maria Frahm-Arp began her term as Executive Director (ED) of the Library. Moipone Qhomane-Goliath had been the Acting ED, and we are all very grateful to her for the excellent job she did in leading the Library for almost a year. During 2018, the Library management and staff went through workshops in which we explored how we could embrace the Fourth Industrial Revolution going forward. One of the key themes to come out of these engagements were the commitment of staff to learning, and their love of learning. It was through this process that the library coined its slogan: 'Library 4.0 for the Love of Learning'. Further workshops were held to redefine the organisational design of the Library, so that we can fulfil our new strategic vision. These workshops all gave staff the opportunity to engage with this programme of change and to add their voice to the process.

### Task teams

The Library introduced a task team approach, to carry out its vision and strategy. The task teams are an important way in which the Library is engaging in the ongoing learning that is essential for staff to thrive in the changes brought about by the Fourth Industrial Revolution. All staff members should participate in one of the 14 task teams and can choose the team that is working on an area they are interested in, even if they currently do not work in this field. By joining a task team, staff can actively engage in their professional development and growth. The focus of the teams is on upskilling staff, and they include a diverse range of subjects from research data management to social media marketing. The task teams are project based and the projects form part of the library strategic plan.

## 1.2    NEW TECHNOLOGIES AND SERVICES

During 2018, the Library launched some new services and operating systems that are putting us on the South African map as a leader in information management and library sciences.

### Book to desk service

When researchers fill out the online request form for a book, it will be delivered to their desk within 24 hours – it is a sort of Uber for books. The service was introduced as a pilot on APK in 2018 and will be implemented across campuses in 2019.

### Automated venue booking system

At the end of 2018, a new automated venue booking system for the APK library venues was rolled out, and in 2019, this will be extended to all our campus library venues.

### iPhones for shelvers – mobile worklist

This technology enables the shelving staff to scan barcodes with iPhones instead of portable barcode readers. This technology will ensure that accurate and ongoing book inventory processes are done, ensuring that staff and students are able to retrieve books quickly and easily. The iPhone App (called a mobile worklist) identifies mis-shelved or missing books. The iPhones not only help with accurate shelving and real-time stocktaking, but also provide the shelving staff with 'mobile computers', to assist clients in finding items on the shelves via uLink. The benefit of this technology is huge, as it empowers staff to be more helpful to students at the point of contact with them, while doing their jobs more accurately and effectively.

**Offices for visiting academics**

As part of the change management process, the Library staff identified under-utilised space in the campus libraries. In 2018, the APK Library turned several small rooms into offices and can now offer office space to 10 visiting academics, thereby helping to alleviate some of the space burden faced by faculties.

**Writing Centre in the Library**

As part of our commitment to supporting teaching and learning and making optimal use of our venues, we approached the Writing Centre with an offer of space in the Library for consultations with students. This was enthusiastically taken up by staff and students.

## 1.3    ACHIEVEMENTS IN 2018

**Significant growth in our catalogue collection**

Good management in the acquisition of library information resources enabled us to increase the growth in our collection. The Library was able to buy more electronic and print resources this year, and we processed 211% more items than we had in the previous year.

**Significant increase in online training for students**

Part of our strategy is to move away from face-to-face training for students and an important tool in this process is the LibGuides, which were first introduced in 2015. LibGuides are a platform for the Faculty and Information Librarians to provide subject-specific guidance to students, or to create guides on specific topics, e.g. information literacy, research support and plagiarism. Usage of the LibGuides has increased exponentially every year. In 2018, the usage of LibGuides increased by 56% with 591 924 views, as opposed to 379 285 in 2017.

In 2018, 18 382 first-year students received face-to-face training across the four campuses, and the Online Information Literacy module received 191 487 views. Going forward, we are aiming to offer online information literacy training to all our first-year students.

As we reduce the amount of face-to-face training given to undergraduate students, we are putting more effort into training postgraduate students, who have more complex needs. A total of 4 932 postgraduate students were trained in 2018 compared to 3 109 in 2017. During the second semester, we ran the first Academic Integrity Week in collaboration with the Postgraduate Centre, focusing on the importance of referencing, being aware of plagiarism, predatory journals and ethical data collection and storage.

**Significant increase in our Institutional Repository (IR)**

Our support of the overall research focus of the University is in part to help improve the visibility of our researchers. During 2018, the Institutional Repository's usage increased significantly.
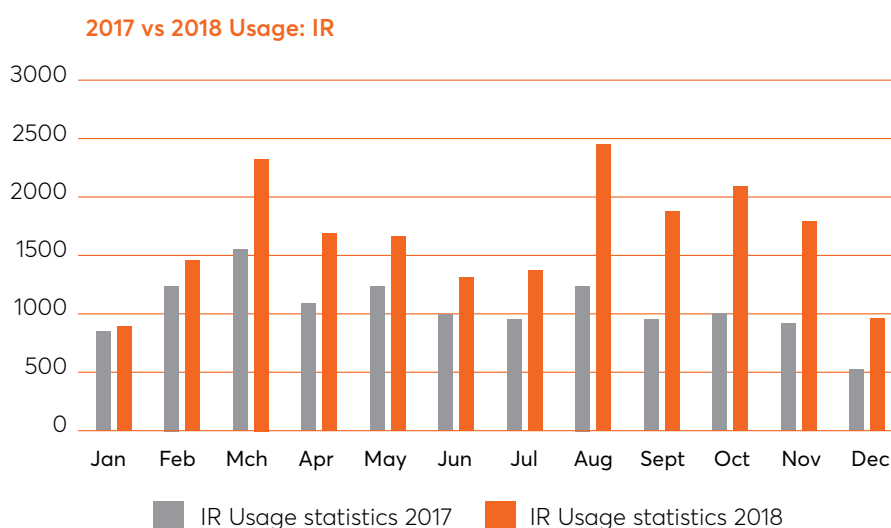
**2017 vs 2018 Usage: IR**



Figure 1: Usage statistics

**Income generation: The Library Bindery**

The Bindery has become an income generating service, as opposed to its original function: to mend and bind library books. In 2018, the Bindery intensified its marketing and promotion campaigns to secure more business. As such, it was able to generate R793 700.00 in 2018 compared to R617 349.00 in 2017, amounting to a 28% increase in turnover.

**Thought leaders**

The UJ Library has continued to excel as a thought leader in Information Sciences in Higher Education in South Africa. We hosted our Online Expo over the winter months as a virtual expo, to encourage the purchase of relevant information sources for the UJ Library, at cheaper prices through negotiations with the suppliers. UJ Library is the only library in South Africa that organises an expo of this magnitude in order to build a digital collection. A total of 2 006 individual eBook titles and 171 eBook collections were purchased at a value of R24 757 456.19. This meant that 43% of the amount allocated to faculties for books was spent during the expo. This is an increase of 50% when compared to the Online eBook Expo the previous year.

The UJ Library organised an EBook Seminar on 14 September 2018. The purpose of the seminar was to provide a platform where librarians from all South African academic libraries could share information and discuss the implementation and usage of eBooks against the background of re-inventing African libraries. Dion Chang opened the event as keynote speaker and Prof Dadzie, a leading expert in Academic Library Science from the University of Ghana, was the guest speaker.

On 19 October, we ran our first conference focused on the impact of the Fourth Industrial Revolution on libraries in South Africa. The conference attracted librarians from universities, the private sector, the public sector and schools. Attendance of all librarians or teachers from Quintile 1, 2 and 3 schools were funded by the Library, as part of our new community engagement initiative, which seeks to focus on our Quintile 1, 2 and 3 schools and offer them support, in establishing and managing well-functioning libraries, however small they might be.

**Conferences and papers presented**

While a few staff members have presented papers at library conferences in the past, during 2018, we had a record number of seven papers presented by our staff at national and international conferences.
• Prof Maria Frahm-Arp (Executive Director) at the annual Sabinet Conference, 5-6 September 2018
• Nomoya Mahlangu (Director: Research and Innovation) at the 19th LIASA Annual Conference, 8-12 October 2018
• Hettie Wentzel (Manager: Quality and Operations) and Merralldene Guercio (Administrative Assistant) at the 5th Annual SHECASA Conference, 6-7 September 2018
• Elize du Toit (Info-Skilling Librarian) at the 39th International Association of University Libraries Conference, 17-21 June 2018
• Tyson Mabunda (Manager: Institutional Repository) at the 19th LIASA Annual Conference, 8-12 October 2018
• Atline Maluleke (Librarian Archives) at the 19th LIASA Annual Conference, 8-12 October 2018

## 1.4    EVENTS

The UJ Library continued to provide a stimulating environment for debate and engagement with topical issues to both students and staff. In 2018, the Library expanded its events to include exhibitions and conferences. We hosted 15 Fourth Industrial Revolution related events in the form of book launches and public lectures. All Library events and seminars were presented in partnership with faculties or support departments within UJ. The 2018 events programme consisted of 102 events that included:
• Special events – Women's Day, Men's Day, Wellness Day
• Exhibitions –the Celebration of the Centenary Birth of Nelson Mandela, the Mantel Room Exhibition and the 2018 Book Exhibition and Opening of China Shelf in South Africa
• Conferences –the Fourth Industrial Revolution and Library Practices in South Africa and the EBook Seminar
• Book discussions
• Public lectures
• UJ Talks

## 1.5    CHALLENGES IN 2018

Two key challenges require attention for the financial year:

### a. Wi-Fi coverage, shortage of computers and network instability

Wi-Fi coverage in the Library is not extensive enough to allow the Library to implement the Fourth Industrial Revolution technologies. For example, the Library App that is being planned, and the Mobile Worklist App for shelving staff that has already been implemented, require extensive wall-to-wall coverage within the Library. To implement Fourth Industrial Revolution technologies in the Library, we need Wi-Fi access that is reliable, fast, user friendly and compatible with all mobile devices. To mitigate this challenge, we did a survey of the current Wi-Fi system that was installed five years ago and found that there is a need for additional AP units. The survey and floor plan were discussed and handed over to ICS for their input, costing and implementation.

In 2018, the Library experienced network instability. This situation affected access to the Library electronic resources, the electronic databases and eBooks. This technological glitch contributed to a decrease in e-resources usage because pages either did not open or took long to download, which led to users giving up on their searches.

A third limitation faced by the Library is the inadequate number of computers for students. Students often wait more than 90 minutes for a computer to become available. This is a major source of frustration for students.

### b. Maintenance, leaks and the HVAC system

After years of motivating for an air conditioning system that cools the air in summer and warms up the Library in winter, the project commenced on the APK Campus in February 2018. The whole air conditioning system included the open areas on all floors, as well as the offices and teaching venues. In 2019, it is important that we begin to install a similar system on DFC, because two students collapsed due to the heat during the summer and the staff and students are forced to wear gloves in winter because the building is so cold.

In 2018, three of the four UJ campus libraries, APK, APB and SWC, were flooded due to the lack of continuous maintenance or waterproofing. In October, SWC was flooded due to heavy rainfall, which caused part of the ceiling board to collapse. This caused damage to the furniture and books on the ground floor. The APK Library experienced continuous leaks during the rainy season. The source of some leakages appears to be from the exposed roof where the ceiling had previously collapsed and at the joints in the ceiling that require waterproofing. These leakages caused damage to the carpets and some furniture on Levels 6, 1 and 2. At APB, the 24-hour area had blocked bathrooms that caused flooding and damage to books that were stored in the storeroom nearby. This was flagged to CTS/Operations and will form part of the 2019 project list.

## 1.6    WAY FORWARD

In 2019, the Library will be launching an integrated student App. This App, which students will be able to download onto their phones, will give them a map of each library and show them how to find the computers, the Reading Commons and books on different shelves. It will also provide information to students and remind them when they have outstanding books. By the middle of 2019, the Library will be live streaming its events and placing them on Blackboard, so that people watching off campus can interact remotely with the event by sending in comments and questions. During 2019, our focus is to develop our collection to include a cutting-edge collection on the Fourth Industrial Revolution, looking at both the technology involved in this revolution and its social, economic and political implications.

# 2  OPERATING CONTEXT, GOVERNANCE AND RISK MANAGEMENT

The UJ Library is well positioned to fulfil its mandate to support teaching, learning and research at UJ, by providing sustainable access to information in electronic and print formats, excellent client services and innovative learning spaces, through its network of campus libraries and through its central administrative and management services, based on the Auckland Park Kingsway Campus.

## 2.1    OPERATING CONTEXT

To fulfil the Library's mandate, we offer the following services:

- Access to academically sound information in print and electronic formats, to support teaching, learning and research
- Support in retrieving information relevant to academic work and research offered by a team of Faculty Librarians and Information Librarians
- Training in making optimal use of the library facilities and services
- Spaces to meet a variety of needs: Learning Commons, Research Commons, project discussion areas, reading corners, 24-hour study spaces, meeting rooms and tutor rooms
- Wi-Fi coverage in all campus libraries, but not throughout the library building
- An Institutional Repository for disseminating the research output of the University
- Developing Library collections that support the needs of students, academic staff and researchers in collaboration with academic departments
- Workshops, seminars and public talks offering opportunities for students and staff to extend their involvement in academic discussions and debates

## 2.2    GOVERNANCE

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

There are two levels of management in the Library:

**The Management Committee.** The committee consists of the Executive Director, two Directors, Manager Operations and Quality Assurance, Manager Technical Services, Manager Library Systems and IT, Manager Client Services, Faculty Librarian Research, Coordinator Special Projects and the Campus Librarians. The Committee met once a month.

**Executive Management Team.** The Executive Management Team is made up of the Executive Director; two Library Directors; Manager Operations and Quality Assurance; Manager Technical Services and Manager Library Systems and IT. The team met on a weekly basis.

**The Library Task Teams.** The task teams consist of a task team leader and its members. The choice of which task team to join is up to each staff member, and it is based on the staff member's professional and functional interests within the library space. Each staff member belongs to one task team. The task teams are project based and the projects form part of the library strategic plan.

**Staff Quarterly Engagements.** All the library staff participate in this interactive meeting. This is an opportunity for the Library Executive Director to update all staff about progress in strategic issues and future developments. Staff acknowledgements are done at this meeting. Three staff engagements took place in 2018, since the new ED who implemented these engagements only started working at the Library on 1 March 2018.

## 2.2.1    Library management structure

**a) Directorate**
- Professor Maria Frahm-Arp, Executive Director (from March 2018, when she took over from Ms Moipone Qhomane-Goliath, who had been acting in the position from 01 June 2017)
- Ms Nomoya Mahlangu, Director Research and Innovation
- Ms Alrina de Bruyn, Director Marketing and Teaching and Learning

**b) Campus Librarians**
- Ms Santha Geduld, Auckland Park Kingsway Campus Library
- Mr Kenneth Chinyama, Doornfontein Campus Library
- Ms Moipone Qhomane-Goliath, Soweto Campus Library (Mr Lucas Dlamini acted from 01 June 2017 to 28 February 2018)
- Mr Frederick Mavhunduse, Auckland Park Bunting Road Campus Library (from 01 July 2018. Ms Annelize Scholtz retired on 30 April and Ms Yvonne Bucwa acted from May to June 2018).

**c) Managers**
- Dr Pieter Hattingh, Specialist ILMS
- Ms Janina van der Westhuizen, Technical Services
- Ms Hettie Wentzel, Operations and Quality Assurance
- Ms Riëtte Zaaiman, Special Collections and Archives
- Ms Happy Mphahlele, Client Services
- Ms Ivy Segoe, Faculty Librarian Research
- Mr Michael Mokoena, Bindery

## 2.2.2   Advisory Committees

**a) Library Advisory Committee**

The purpose of the committee is to provide high level advice and counsel to the Library on all matters relating to strategic planning, policy development, collections and services offered to library clients. It also serves as a communication and consultation forum between the Library and the University. The committee meets once a semester. However, due to a change in leadership, the committee did not sit in 2018, since the library was in a process of reviewing its function and structures.

## Committee members

**Chairperson**
- Professor Maria Frahm-Arp, Executive Director Faculty representatives
- Prof Catherine Botha, Faculty of Humanities
- Dr Stephen Ekolu, Faculty of Engineering and the Built Environment
- Prof Shahed Nalla, Faculty of Health Sciences
- Prof Jan Neels, Faculty of Law
- Prof Llewellyn Leonard, College of Business and Economics
- Ms D Rabaitse, Faculty of Education
- Prof Jean Sonnekus, Faculty of Law
- Mr Vedant Nanackland, Faculty of Arts, Design and Architecture
- Prof Ina Wagenaar, Faculty of Science

**Members from other UJ support services**
- Prof T de Wet, Director Centre for Academic Technologies
- Dr E Pretorius, Instructional Design, Centre for Academic Technologies
- Ms K Sibanda, Executive Director, ICS

**Library representatives**

The Library Management Committee and the Faculty Librarians.

**b) Special Collections Advisory Committee**

The purpose of the committee is to provide advice and counsel to the Library's Archives and Special Collections division on all matters relating to aligning the policies and collections of the division to the university's vision. The committee set once in 2018.

## Committee members

### Chairperson
• Professor Maria Frahm-Arp, Executive Director (from March 2018, taking over from Ms Moipone Qhomane-Goliath who was acting in the position from 01 June 2017)

### Community representatives
• Prof Tony Rodrigues, Senior Lecturer in Archives and Records Management at UNISA
• Mr Peter Knottenbelt, Senior Lecturer: Mining Department, UJ
• Dr Sydney Mufamadi, Director of the School of Leadership, UJ
• Prof Edwin Bbenkele, Associate Professor: Department of Business Management, UJ
• Prof Natasha Erlank, Historical Studies
• Prof Thembisa Waetjen, Historical Studies
• Prof Brenda Schmahmann, Faculty of Arts, Design and Architecture
• Prof Kate Alexander, Faculty of Humanities

### Library representatives
• Ms Nomoya Mahlangu, Director Research and Innovation
• Ms Riëtte Zaaiman, Manager Archives and Special Collections
• Mr Kenneth Chinyama, Campus Librarian DFC
• Ms Janina van der Westhuizen, Manager Technical Services

## 2.3    RISK MANAGEMENT

The UJ Library faced various internal and external risks that, if not well managed, could have had a negative impact on the ability of the Library to achieve its goals and the institutional mandate to support teaching and learning, as well as other support functions. During 2018, the following risk areas were identified:

• Maintenance of buildings
• Occupational safety and security
• Financial risks
• Library information systems
• Library governance and compliance

Mitigating strategies and achievements are discussed in detail below.

## 2.3.1   Maintenance of buildings

In 2018 the Library planned for projects that were either maintenance related or new projects, which were necessary to achieve the Library's strategic goals. The Library funded some of these projects due to their urgent nature. The Library collaborated with the Maintenance and CTS departments in planning the way forward regarding highlighted projects.  Projects that were completed in 2018 were the following:

• Installation of the APK heating, ventilation, and air conditioning (HVAC) system
• Fitting mesh in the DFC kitchen
• Installation of an emergency door in the Alan Paton Auditorium at APK
• Painting and repair of the damaged emergency door at APB
• Installation of a door on the western side of the APK building and the installation of additional plugs in the APK 24-hour and the level 2 areas
• Securing of the office areas and kitchen in the SWC Library
• Building of a glass cubicle at the SWC Circulation Desk for the cash register
• The extension of cubicle space in the APK level 6 male and female bathrooms

Projects that need to be considered for funding in 2019 are the following:
• The upgrading of all Library bathrooms
• Fixing of the SWC roof
• The fixing of persistent water leaks at the APK library
• Securing of the APK Law computer area
• Sound proofing of the APK level 5 foyer area
• Increasing all libraries' seating capacity
• Building of coffee shops at DFC and APK and
• The provision of a mobile cart outside of the SWC Library

**APK HVAC and Waterproofing**

After years of motivating for a HVAC system in the APK Library, the project commenced in February 2018. The project was awarded to Plantech Electrical and Mechanical Consulting Engineers and was to include both the installation of a new HVAC system, in the open areas, offices and venues, as well as waterproofing the library.



Picture on the left: HVAC Installation at APK campus

Picture on the right: Helicopter delivering HVAC material at APK

**Flooding**

In 2018, three of the four UJ campus libraries, APK, APB and SWC were flooded due to a lack of continuous maintenance, blockages and waterproofing. In October, SWC was flooded due to heavy rain, which caused part of the ceiling to collapse. This caused damage to the furniture and books on the ground floor. In the APK campus Library there was flooding due to a blocked toilet. As a result, the bathrooms were locked because they posed a health and safety risk to both staff and students. The APK campus also experienced regular leaks due to heavy rain. These leakages caused damage to the carpets and some furniture on level 6. At the APB campus Library, in the 24-hour area blocked bathrooms, caused flooding and damage to books stored in the storeroom nearby. These disasters have been flagged to CTS/ Operations and will form part of the 2019 project list.



Flooding at the Soweto campus Library

**Leaks**

The APK Library experienced continuous leaks in several areas of the building, including levels 1 and 2. One of these leaks caused a ceiling panel to disintegrate. The source of some of these leakages appear to be the exposed roof where the ceiling previously collapsed and old joints in the ceiling which require waterproofing.



Collapsed ceiling panel due to leaks

## 2.3.2   Occupational Safety and Security

Occupational safety and security remain a crucial library operation because the library is one of the busiest and longest operating spaces on campus. The following were some of the challenges and mitigating actions taken to keep the library safe and compliant:

- Appointment of student assistants to help with the evacuation process in the evenings
- Organising of routine library evening drills
- Implementation of the Standard Operating Procedures and Security Checklist for Library Security
- Health risk assessments conducted by UJ Clinic doctor and sister
- Safety Assessment in the Bindery and the APK library ground level by the UJ Head of Occupational Safety
- Establishment of the Health & Safety Task Team
- Benchmarking with other libraries on safety and security

**Appointment of Student Assistants to Assist with Risk in the Evenings**

The Library appointed 29 student assistants for the evening shift to ensure that it was compliant with the safety and security regulations. These student assistants were paid out of the Library budget.

**Library Evening Drills**

Evening drills were held at the APB, APK and DFC Libraries in 2018. These drills took place after both staff and students received training on the evacuation procedures. However, several problems were encountered during the drills, although the students were evacuated without injury. From the reaction of staff and students it was concluded that training must be conducted more regularly and should include more practical details, because staff and students were uncertain about what to do when confronted with the reality of evacuating the building. It is necessary for Protection Services staff working in the Library and the Control Room to be educated on the Library evacuation procedures because special allocated doors are used during these exercises to minimize loss of Library materials. The Library will embark on awareness campaigns directed at Library staff and students to educate them about procedures to follow during evacuations.

In the picture: Students evacuating the library during 2018 drills

## Protection Services and Library Security

In 2018 the Library experienced access control problems due to inactive student cards and the fact that security guards were not properly trained to implement Library procedures. To mitigate this risk, Protection Services implemented the Library Security Standard Operating Procedures and checklist to ensure that security staff are familiar with the Library processes. In 2019 the Library will partner with Security to roll out a portable access control device, which will enable seamless entry for visitors and students with faulty cards.

## Risk Assessments Exercises

Health Risk Assessments were completed in the APB, APK and DFC Libraries by the UJ Clinic doctor and sister. Where possible, problems highlighted in these reports were addressed immediately. Concerns were raised about storage facilities, cleaning and maintenance. Solutions included creating proper storage for cleaning materials and equipment, cleaning of specific areas and repair or replacement relating to maintenance. Severe problems such as air-flow and mould were resolved. The installation of the HVAC helped to alleviate the air- flow problem. At APK several staff members underwent health screenings as part of the assessments.

An audit of the Bindery was conducted by the Head of Occupational Safety in April 2018. The safety audit picked up several irregularities in the Bindery and the utilization of the basement space. Because the basement is used as both a storage and working space for the Bindery, the area was declared a high-risk area. Various chemicals were not stored safely and there was no proper safety equipment in place. As part of an action plan safety equipment which included fire hose reels, fire extinguishers and signage were installed. Safe Working Procedures were drafted, signed off and implemented.

## Safety and Security Benchmarking

In 2018, Library staff responsible for safety and security embarked on benchmarking for best practices by attending a conference on safety and by visiting other institutions. Hettie Wentzel and Marilldene Guercio attended the 5th Annual Safety, Health & Environment Campus Association of South Africa (SHECASA) conference, hosted by the University of the Western Cape on 6-7 September 2018. They presented a paper on the topic of Occupational Health and Safety structures at UJ. Based on the discussions held, it appears that the UJ Library is faring better than most other libraries in safeguarding staff, students and buildings.

**Health and Safety Task Team**

The Health and Safety Task Team was established in 2018 as part of the Library strategy to develop and empower staff across libraries. The aim of the Health and Safety task team is to resolve compliance matters across campus libraries, as well as creating health and safety awareness. Some of the task team projects include the marketing of health and safety as a brand within libraries and the creation of a detailed training video.

**Archives and Special Collections**

At the end of 2018 the daily readings in the Archives indicated that one of our humidity control plants was not functioning properly. With the help of UJ's Operations Team, the unit was serviced. Currently the humidity readings are back to normal. The Archives constantly battles with temperatures exceeding the prescribed 22°C, which if left unattended will increase the brittleness of some frail paper collections. A malfunctioning humidity control plant can be a huge risk for archives and rare books. It can create a "hothouse effect", which causes the records/books to become damp and creates the perfect environment for mould to grow. It can also cause condensation in the overhead aircon ducts, resulting in water dripping from the joints.

Possible permanent damage due to the physical handling of brittle paper collections (even when using gloves) requires the expansion of the digitisation of materials in the Archives and Special Collections This will require the deployment of more computers in the Library for authorized users to access physically sensitive records. Another constant challenge is to provide enough shelf space in a confined space to host the valuable, growing TEBA mineworker collection and to expand the business collections. Digitisation is the only lasting long-term solution.

## 2.3.3   Financial Risks

Annual increases in information resources subscriptions and the demands of the Fourth Industrial Revolution, both in terms of technology usage, staff development, and the need to meet compliance standards and regulations, continue to pose a financial risk to the Library. Below are details about specific risks and solutions achieved despite the constraints:

- In 2018, the University introduced austerity measures to manage the financial challenges presented by the #FeesMustFall movement and the subsequent government pronouncement on free education.  In response to this situation, the Library introduced some new third-stream income generating activities and strengthened existing income generating activities, such as the Bindery service.  The following are the main money-generating units and events in 2018:
  - The Bindery
  - Annual Library eBook Expo
  - Library eBook Seminar
  - The Fourth Industrial Revolution and Library Practices in South Africa Colloquium
- The library appointed 29 student assistants to strengthen Library evacuation processes as determined by the UJ Occupational Safety and Security requirements
- The more efficient utilisation of existing technologies and the reskilling of staff to cope with the demands of the Fourth Industrial Revolution remain imperative. Therefore, more Library staff attended both formal and informal training sessions in 2018 than in previous years
- In 2019 the Library will start to hire out its large venues to generate extra income

## 2.3.5  Impact of Technology on Staff

- One of the results of the Fourth Industrial Revolution is that several staff members are currently doing work that can be done by computers or other machines. It has also resulted in job opportunities in new fields, such as Research Data Management and Big Data Management. In order to offer these new services Librarians will need in-depth training and re-skilling. In 2018 Library staff identified areas for personal development and reskilling. Through their involvement in task teams, they will begin to undergo the necessary reskilling in 2019
- Responsibilities of some of the staff members were reviewed and restructured to maximize output. In relocating staff to new jobs, a formal recruitment process entailing internal advertising and conducting of interviews will be undertaken in 2019. The following new positions were created:
  - Library assistant Makerspace (DFC)
  - Library assistant Research (APK)
  - Library assistant Archives (DFC)
  - Librarian assistant Information Services (SWC)
  - Faculty librarian: Teaching and Learning (APK)

## 2.3.6 Technology and Collection Growth

Good management in the acquisition of library information resources has led to a healthy growth in the Library collection. The Library was able to buy more electronic and print resources with less money when compared to the previous year. The Library also received more material for the Institutional Repository (IR) due to ongoing Library awareness campaigns to promote this service to the academics. The risk presented by the growth in the collection was that staff had more material to catalogue and process than the previous year, adding to a sizable workload. In 2019, the Library will mitigate this risk by using Business Intelligence, Collective Intelligence and Competitive Intelligence tools to improve processes, workflows, quality and turnaround time. The table below indicates the extent of growth in the collection in 2018.

**Table 1: Collection growth: 2018 vs 2017**

| Category | 2017 | 2018 | Diff | % |
|---|---|---|---|---|
| Items catalogued | 42193 | 131133 | 88940 | 211 |
| Internal orders received | 19805 | 23764 | 3959 | 20 |
| Items received via OROSS | 1545 | 2419 | 874 | 57 |
| ETDs received | 784 | 988 | 204 | 26 |
| Items added to IR | 1623 | 1992 | 369 | 23 |
| Databases | 216 | 268 | 52 | 24 |
| EBook collections | 215 | 440 | 225 | 105 |

## 2.3.6 Library Governance and Compliance

In 2018, the Library was part of the KPMG risk based Internal Audit review process. The audit review commenced on 01 March 2018 and the period under review was 01 March 2017 to 28 February 2018. The processes investigated during this period included the adequacy of policies and procedures. Results from the audit presented a total of 11 findings of which only six were significant.

Following the findings, workshops were held to rectify and to update processes and solutions. The audit recommendations were implemented in 2018. These are the two most important recommendations:

- As a result of the audit the entire Circulation Revenue Collection and Accounting processes were reviewed
- A detailed investigation into income and expenditure were conducted in the Interlibrary Loans Department and the relevant checks and balances process was implemented

## 2.3.7 Change in Library Leadership Responsibilities

The two Library Director positions were also reviewed to align the Library with the new vision that supports the implementation of the Fourth Industrial Revolution. The two positions were changed respectively to Director Research and Innovation and Director Marketing and Teaching and Learning.

# 3 STRATEGIC FOCUS AND TARGETS

## 3.1 INTRODUCTION

The University set six strategic objectives to drive **Global Excellence and Stature (GES).** These were: Excellence in Research and Innovation; Excellence in Teaching and Learning; International Profile for Global Excellence and Stature; Enriching Student-friendly Learning and Living Experiences; National and Global Reputation Management; and Fitness for Global Excellence. The Fourth Industrial Revolution was the main driver of the above objectives in 2018 as the Library sought to implement new technologies to carry out its strategy. Library focus areas for 2018 were:

- Supporting teaching and learning of undergraduate students. The focus will be on blended learning (the merging of face-to-face instruction and the use of new technologies)
- Increasing digital support for teaching and learning and research
- Providing research support for postgraduate students and researchers
- Becoming the biggest e-library in Africa
- Developing well-rounded students by hosting seminars and workshops
- Upskilling and empowering staff to embrace the Fourth Industrial Revolution technologies

Highlights of the Library's achievements for 2018 in support of the University's Fourth Industrial Revolution thrust include:

- Launching of the new Library 4.0 approach to align with the University's Fourth Industrial Revolution strategy
- Expanding the Digital Collection
- Piloting the Book-to- Desk Service on APK in which library staff deliver books to academic staff upon completion of an online request form
- Development of an Online Information Literacy module
- Increasing the usage of LibGuides
- Increasing Postgraduate Training sessions
- Appointment of Research Associates
- Creating spaces for Visiting Professors
- Implementing Mobile Worklists – iPhones for Shelvers. This technology enables the shelving staff to scan barcodes with iPhones instead of Portable Barcode Readers

## 3.2 TEACHING AND LEARNING SUPPORT

### 3.2.1 First-Year Seminar (FYS)

The 2018 First-Year Seminar was planned for three days (30 January - 1 February). Library orientation comprised an introduction to the UJ library services, which included a presentation and walk-about tour. Seventy-two library orientation sessions were conducted during the FYS period at various venues across all four campuses, with an attendance of 5358 students. The approximate attendance of the FYS was 80%.



In the picture: FYS Library Orientation: College of Business and Economics

### 3.2.2   Undergraduate Training

Information literacy training sessions took place from 6 February 2018 to 30 September 2018. The programme was divided into different themes, which constitute the core of information literacy: library organisation and access to the library, information sources, plagiarism, copyright and referencing skills and, applying research and search strategies. Each information literacy theme encompassed a set of tutorials, step-by-step guides and multimedia resources. The training sessions were posted on the Library website and on Blackboard's Teaching and Learning Community. Students were able to book training sessions electronically via the student portal.

In 2018, 18382 first-year students received face-to-face training across the four campuses and the Online Information Literacy module received 191487 viewings. Going forward we are aiming to offer all first-year students training in information literacy through online training.



Picture on the left: First year training: APK library training room

Picture on the right: Student Orientation at DFC Campus library

### 3.2.3   Digital Support for Teaching and Learning and Research

In response to the University's plan to offer online courses and to meet the requirements of the Fourth Industrial Revolution, the Library implemented the Online Information Literacy Programme, which was piloted in 2017. The library collaborated with the Centre for Academic Development, to enable students to complete assessments on the Blackboard platform.  Specific academic departments made the programme compulsory for their students and about 19000 students completed the assessments on Blackboard. From 01 February 2018 to 05 November 2018, the Online Information Literacy Library guide received 191487 viewings.



**Figure 2: Online Information Literacy Library Guide views**

## 3.2.4  Assignment Support

The Library continues to provide assignment support to students through many platforms. However, the appointment of Library Tutors and the development of Library LibGuides proved to be the most effective platforms to support undergraduate students.

**Library Tutors**

The Library appointed 12 tutors who started on 1 March 2018. Their role was to provide assignment support to undergraduate students. To ensure that the tutors would succeed in their Library duties, they received formal tutor training from Dr Nelia Frade from the Tutor Development Centre, (with assistance from Elize du Toit, the Information Skilling Librarian). The deployment of trained tutors in the Library worked well, since they are better placed to understand how students learn. The Library is also assisted by tutors sponsored by various faculties, and we are enormously grateful for their valuable help.



In the picture: 2018 Library tutors with Elize du Toit, the Info-skilling Librarian

**LibGuides**

This is a platform for the Faculty and Information Librarians to provide subject-specific guidance to students, or to create guides on specific topics, e.g. information literacy, research support and plagiarism. Access to the LibGuides increases exponentially every year. In 2018 usage of the LibGuides increased by 56% with 591 924 views as opposed to 379 285 in 2017.

**Table 2: Usage increases for LibGuides and Ujoogle platforms: 2014 - 2018**

| Platforms | 2014 | 2015 | 2016 | 2017 | 2018 | diff | % |
|-----------|------|------|------|------|------|------|---|
| LibGuides | 22 913 | 131 200 | 169 960 | 379 285 | 591 924 | 212 639 | 56 |
| Ujoogle | 64 914 | 88 015 | 115 208 | 118 189 | 174 279 | 56 090 | 32 |

**Writing Centre in the Library**

During 2018 the Writing Centre began using space in the Library at the APK and DFC campuses to support teaching and learning. These centres will be extended to the APB and SWC campus libraries in 2019. When students consult with the Writing Centre staff in the Library, they have direct access to all the information sources they need for research and this has improved the integration of research and writing.

**Developing well - rounded Life-long Learners**

All the campus libraries used various displays to either commemorate or celebrate important events. Reading Corner books were also acquired to promote a culture of reading amongst the students and campuses libraries hosted various events to develop well-rounded students.



APB and SWC campus Libraries celebrate the Life of Winnie Madikizela Mandela



Mental awareness display: APB campus          APK Library celebrates Mandela day

## 3.2.5   Information Service Enquiries

The Information Librarians at the Information Desk offered a support service to Library clients that included answering basic information enquiries, as well as introducing them to all the facilities and services on offer. Use of the Information Service by faculties decreased by 17% from 39 552 in 2017 to 32 537 in 2018. The decline could be as a result of the increase in the use of the Library LibGuides, that provide electronic guidance on Library information resources and services, thus reducing the need for individual students to ask Information Librarians for information.

## 3.3    TECHNOLOGY SUPPORT FOR TEACHING AND LEARNING

The Library continued to maintain and update Library technologies to bring a quality service experience to Library users. The focal point in 2018 was to merge Fourth Industrial technologies and the Library vision, to increase positive and seamless user experiences. The following value-added enhancements were added in 2018:

- **Mobile Worklists Staff App and iPhones:** this technology enables the shelving staff to scan barcodes with iPhones instead of Portable Barcode Readers. This technology will ensure that accurate and real-time stock taking is done, to ensure that the Library is audit-compliant and that staff and students can retrieve books successfully from the shelves. The shelving staff will be able to assist clients in finding items on the shelves by using their phones, instead of having to find a PC somewhere in the Library first before they can help a client. The benefit of this technology is huge because it empowers staff to help students at the direct point of contact with them
- **Book -To - Desk Online Service:** this service entails the delivery of Library books to academics once they have made a request online. Library staff deliver the books within three working days from receipt of the online request. Books not available at the UJ Libraries are sourced through the Interlibrary Loans service. This enhancement is meant to support teaching and learning by simplifying the retrieval of books for academics. The service was introduced as a pilot on APK in 2018 and it will be implemented across campuses in 2019
- **Review of the Library Integrated System Workflow:** the Library Integrated System was reviewed by a workflow consultant from the company Innovative Interface Global, LTD. Out of this process, existing workflows and procedures were examined and suggestions were made to improve and accelerate efficiency in the Library. The review process yielded several outcomes that enhanced service delivery processes. Below are two of the highlights:
  - **Circulation of Library material:** the system will no longer prohibit a user from taking out Library books when he or she owes Library fines, but only when the user's Library item is billed. This means that Library books can be utilized by more staff and students
  - **Decision Center:** The project to update, link and change the codes in Sierra for Decision Center to function accurately was launched and completed in 2018. The improvement means that each Library department will be able to indicate useful statistical reports, in order to improve decision-making within a department. These reports will be sent to the applicable staff members on a scheduled basis
- **System Hard and Software:** in 2018 two physical servers, as well as a tape backup device were ordered from Dell Computers. It was also decided to upgrade the RedHat Enterprise operating system at the same time. The RedHat OS 5 that was on the old servers had reached the end of its life and its filing system was not compatible with the new DR server Operating system, as well as the Symantec NetBackup devices. For the next five years the UJ Library will be able to rely on the newly installed Dell physical servers. This will make it possible to investigate and implement new technologies, such as hosting the whole ILMS in the cloud

## 3.4    THE IMPACT OF THE FOURTH INDUSTRIAL REVOLUTION TECHNOLOGY

In 2018, the Library focused on the acquisition and implementation of a number of Fourth Industrial Revolution technologies across various areas. The implementation of a digital Library or the Library 4.0 technologies created both positive and challenging experiences for library users and staff. Acquiring relevant technologies, empowering staff to use these and reorganizing staff in order to maximize their value in the information ecosystem presents risks for the Library, because technology and human resources are at the center of the 21st century Library as seen below:

**Impact on Library Technology in the Fourth Industrial Revolution**

- Wi-Fi coverage in the Library is not adequate enough to allow the Library to implement all the Fourth Industrial Revolution technologies. For example, the Library app that is being planned for and the Mobile Worklist staff app that has already been implemented, requires an extensive wall –to-wall coverage within the libraries. To implement Fourth Industrial Revolution technologies in the Library, there is a need for Wi-Fi access that is reliable and fast, user-friendly in that it does not require any specific proxy settings and/or special configurations on mobile devices, supportive of all major Operating Systems and it must be open so that all general firewall ports and websites are accessible. To mitigate this challenge, the Library did a survey of the current Wi-Fi AP units that were installed within the Libraries five years ago. The result is that there is a need for additional AP units. The survey and floor plan have been discussed and handed over to ICS for their input, costing and implementation. In order to use the Mobile Worklist, the Library bought all Shelvers Wi-Fi data to use in the Libraries with their iPhones.
- In 2018 the Library experienced network instability. This situation affected access to the Library electronic resources, the electronic databases and eBooks. This technology glitch contributed to the decrease in e-resources usage because documents took longer to download, which led to users giving up on their searches.

- The increase in the acquisition of electronic books presents challenges related to access and use of the collection. It has been established that UJ students do not know what the difference is between the e-Textbooks on ULink and the eBooks in the Library. To address this challenge, the Library presented an online information literacy course to empower students to access e-resources. The Library information screens were also used to post step-by-step instructions on how to download eBooks.

## 3.5    TECHNOLOGY-DRIVEN SUPPORT SERVICES PLANNED FOR 2019

- **Information Alert Services:** this is a one-stop Online Service that allows researchers to get information on new journal articles directly to their emails. The relevant URLs will be posted in their "inbox". The Information Alert Service is aimed at academics, especially researchers and Master's and PHD students. The service will encourage better usage of e-resources, which will contribute to a higher return on investment
- **Customised App for the UJ Library:** As a one-stop Library service, this app will enable patrons to engage with various Library services, functions and resources (integration of key Library services into one platform), whilst offering effortless, relevant, timeous and sometimes personalized communication. This will go live in 2019
- **Cloud Storage:** The Library will investigate the possibility of using cloud storage for the Library Management System. Decreasing the burden of physical hardware maintenance can also lessen the risks associated with physical servers. These include security, hardware failure and software incompatibility risks. It will also make the management of the system easier, since local firewall issues will not affect the functionality of the system
- **Integration with the UJ Business Intelligence System:** this will enable the Library to provide customer-focused service. The system will generate reports that will enhance decision-making and a more proactive response to student and staff needs

## 3.6    RESEARCH SUPPORT

### 3.6.1    UJ LIBRARY RESEARCH COMMONS

The UJ Library Research Commons spaces support the research endeavours of the University throughout all stages of the research life cycle. These spaces provide easy access to the physical, as well as the online research resources to academic and research staff, postdoctoral fellows, and students at Master's and Doctoral level. All four campus libraries have these inspiring spaces that are equipped with:
- wireless access
- high speed computers loaded with specialist research software
- discussion rooms
- soft furniture for refreshing purposes
- photocopying and printing facilities

The Research Commons feature a mix of skills and services offered by librarians in order to assist and train postgraduates in using Library resources and research tools. The usage of the Library Research Commons continued to grow in 2018, reaching a total of 2 841 in 2018 as opposed to 1 856 in 2017.



APK Library Research Commons



SWC Library Research Commons

## 3.6.2 POSTGRADUATE RESEARCH ORIENTATION AND TRAINING

**Postgraduate Orientation**

The Libray and the Postgraduate School hosted the Postgraduate Open Day on 20 and 22 February at APK and DFC campuses (the two campuses were chosen due to the fact that they have more researchers). The purpose of the Open Day was to inform new and returning postgraduates about the research support services available to them.



Librarians and students during the research commons tour

**Postgraduate Library Training**

The Faculty and Information Librarians offer continous trainings aimed at supporting researchers, academics and postgraduate students during the various stages of the research cycle. Various "hands-on" training sessions are are also offered to promote awareness of the different information sources that support the research process and to assist in developing the effective skills required for finding relevant research information. A total of 4 932 postgraduate students were trained in 2018 compared to 3 109 in 2017. The increase was partly due to the training offered to the Faculty of Law postgraduate students who were doing modules in the LLM Course Work qualification. The collaboration between the Law Librarians and the academics in the Faculty of Law played a key role in motivating students to attend training in the Library.

**Postgraduate Writing Retreat**

The Faculty and Information Librarians took part in the postgraduate writing retreats that were arranged in collaboration with the Postgraduate School. The librarians provided one-on-one consultations to postgraduate students during the retreat sessions.

**Compiliation of Bibliometric Profiles**

In partnership with the Research and Innovation Division, the Faculty Librarians assist in creating bibliometric profiles for researchers for promotion purposes, NRF rating or for the appointment of visiting professors. These profiles assist researchers to understand the impact of their published research and support the advancement of their careers. The Faculty Librarians compiled 51 bibliometric profiles in 2018.

### 3.6.3  POSTGRADUATE WORKSHOPS AND SEMINAR SERIES

The Research Commons hosted a programme of monthly postgraduate workshop and seminar series throughout the year. Covering a wide variety of topics, the workshops and the seminars were dedicated to the development of essential academic skills. A total number of 41 workshops and 10 seminars were conducted in 2018.



Picture on the left: Academics and postgraduates during a predatory publishing seminar with Prof Johann Mouton (Stellenbosch University)

Picture on the right:  Postgraduate students attending the RefWorks training that was offered by one of the Librarians

### 3.6.4  SUPPORT FOR VISITING PROFESSORS

In support of research output at the University, the Library created spaces for visiting professors. Six rooms were created in the APK Library for visiting professors who require a quiet space to do research. Several Library spaces were cleaned out, refurbished and made available. These rooms are equipped with all the relevant technology and suitable furniture and they are booked on a first come first served basis.

### 3.6.5  UJ LIBRARY SPECIAL COLLECTIONS

The Archives and Special Collections continued to provide research support services to researchers, while also focusing on preserving research material by digitising collections for future accessibility in line with the vision to implement Fourth Industrial Revolution technologies for better service delivery. A new focus of the Archives and Special Collections is to develop an archival collection focussed on Johannesburg and its history focusing on mining and business.

- The UJ Archives and Special Collections implemented a migration programme to have digital material available in the most recent electronic format. During 2018 another batch of Star newspapers from the 1920's were scanned from microfilms
- Visits to the special collections' website shows a steady, monthly increase. At the end of October 2018, we had a total of 10,165 visits compared to the 7,266 at the same time in 2017
- The "hits" on the digital archives increased up to 51,800. This indicates that the material uploaded is sought-after by researchers
- Personal contact with academic faculties increased with presentations to the Faculty of Engineering and the Built Environment, Health Faculty and UJ History Department.  A highlight in 2018 was the visit of five staff members from the History Department, together with ten postgraduate students. The students continued visiting during the year to complete their assignments

## 3.7  BUILDING THE DIGITAL LIBRARY COLLECTIONS

The development of a strong collection of digital information sources remained a priority for the UJ Library as part of the UJ 2025 vision. In 2018, 43% of the total collection was available in electronic format as opposed to 35% in 2017, while the total print collection comprised 57% as opposed to 65% in 2017. This shows that the library's electronic collection keeps growing steadily.

**Table 3: Growth trend: print and electronic collection**

| Collection type | 2014 | 2015 | 2016 | 2017 | 2018 | % 2017 vs 2018 |
|---|---|---|---|---|---|---|
| Print | 585 782 | 588 211 | 587 746 | 595 991 | 599 819 | 1 |
| Electronic | 237 523 | 280 453 | 298 297 | 314 586 | 452 637 | 43 |

### 3.7.1  Library Online Book Expo - to Facilitate the Selection of EBooks

The Online Expo is an annual event organised by the Library to encourage the purchasing of relevant information sources for the UJ Library at cheaper prices negotiated with the suppliers. A total of 2 006 individual eBook titles and 171 eBook collections were purchased at a value of R24 757 456,19. During the expo 43% of the amount allocated to faculties for books was spent. This is an increase of 50% when compared to the online eBook expo last year. The Library focused on building the African collection in 2016 and is continually expanding it as requested by users. Besides the focus on the African collection, the Library continued to develop other strategic subject areas such as Decolonization, Gender Studies and Research. To date, UJ Library is the only library in South Africa that organizes such a big online expo.

## 3.8  STATISTICAL REPORT

The compilation and analysis of Library statistics were done to:
• describe and monitor the collections and use of services in the Library;
• determine trends and development areas
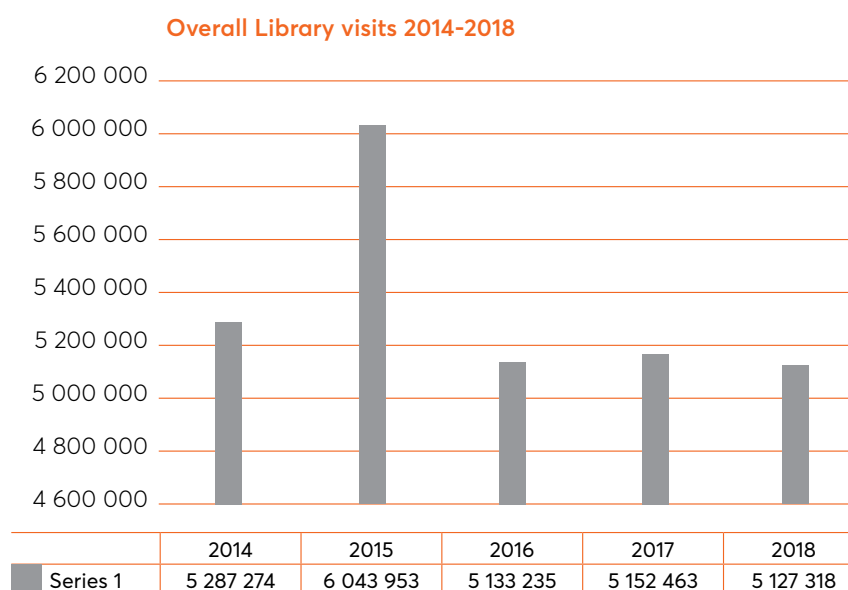• demonstrate the impact of the Library services on the University.

### 3.8.1  Visits to the Libraries

The UJ Library is strategically reducing the face-to-face training of students and the need for students to ask librarians to conduct simple searches, by offering students online tutorials through LibGuides. The trend in the Library usage is indicative of the Library's ongoing digital development. The various platforms from which the Library can be accessed means that the users have more options to access Library services and resources. The Library's total visits decreased by 1% in 2018. The physical visits decreased by 4% whilst access through LibGuides and Ujoogle has increased. The virtual visits through the web page decreased by 15% in 2018. This decline indicates that the users are accessing platforms that address their immediate needs, such as Ujoogle and the LibGuides. Users can access any information resources they need from the LibGuide platform and search across databases through the Ujoogle platform.

**Table 4: Total visits to the library- 2017 vs 2018**

| Library visits | 2017 | 2018 | Difference | % |
|---|---|---|---|---|
| LibGuides | 379 285 | 591 924 | 212 639 | 56 |
| Ujoogle | 118 189 | 174 279 | 56 090 | 32 |
| Physical visits | 3 713 922 | 3 564 973 | -148 949 | -4 |
| Web access | 941 067 | 796 142 | -144 925 | -15 |
| Total | 5 152 463 | 5 127 318 | -25 145 | -1 |

**Overall Library visits 2014-2018**

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|
| Series 1 | 5 287 274 | 6 043 953 | 5 133 235 | 5 152 463 | 5 127 318 |

**Figure 3: Library visits trend - 2014-2018**

**Physical visits vs Virtual visits 2017**

Virtual:
1 438 541, 28%

Physical:
3 713 922, 72%

**Physical visits vs Virtual visits 2018**
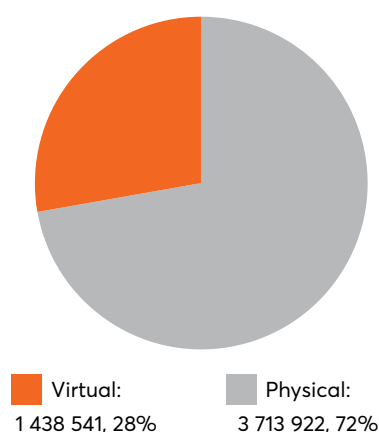
Virtual:
1 562 345,30%

Physical:
3 564 973, 70%
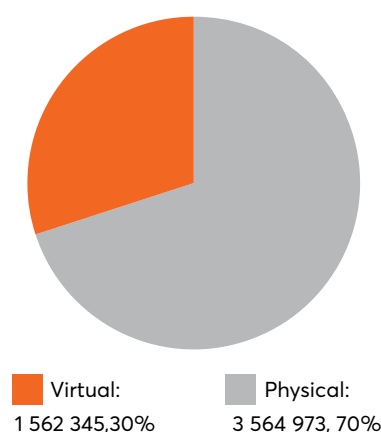
**Figure 4: Library physical visits vs Virtual visits: 2017 and 2018**

## 3.8.2   Use of the Book Collection (print and electronic)

In 2018 both print and electronic book usage declined by 7%. Print usage has been declining due to the availability of digital material and the fact that the Library buys fewer print than electronic materials. The decline in eBook usage is partly due to the technological challenges inherent in the use of electronic resources, such as network problems and difficulties with the downloading of eBooks. To address these challenges, the Library will implement the following in 2019:

• Book – To - Desk service
• A LibGuide on how to access eBooks
• Promote new books among departments and students through the new Library app
  that will go live in 2019

**Table 5: Use of the Book Collection (print and electronic)**

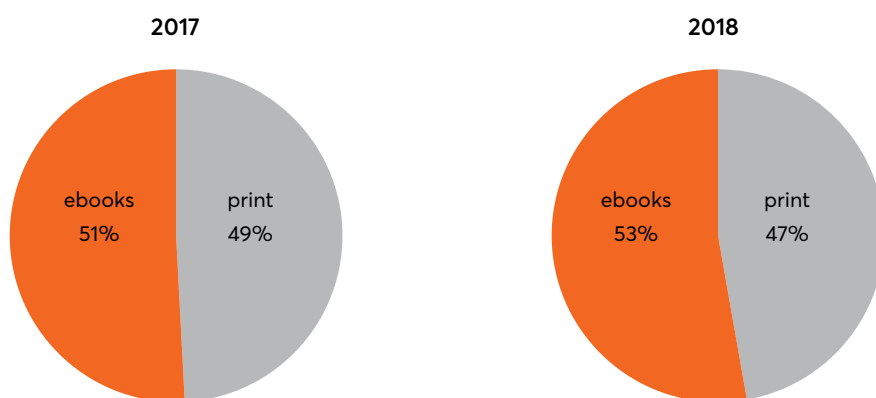| | 2017 | 2018 | Difference | % |
|---|---|---|---|---|
| Print collection | 431 945 | 383 711 | –48 234 | –11 |
| eBooks | 453 233 | 433 569 | –19 664 | –4 |
| Total | 885 178 | 817 280 | –67 898 | –7 |

2017

2018



**Figure 5: eBooks vs Print Collection Usage**

## 3.8.3   Collection Development

In 2018, 57% of the total collection was available in print format whilst 43% was available electronically. The Library was fortunate that with its information budget, it could maintain all current subscriptions and increase the holdings with 141 879 titles, as compared to 24 534 titles in 2017. The focus for the development of the collection was on growing the electronic collections. The ebook expo which allows the Library to buy many books from a publisher at one time has made it possible to negotiate significant dicounts enabling us to buy many more titles.

**Electronic Collection**

This collection includes both the electronic journal collection and eBooks. The Library strived to provide access to as many full text articles as possible. The marked growth in the electronic collection was in accordance with the e-first policy. The increase from 2017 to 2018 is 44%, from 311 415 in 2017 to 449 352 in 2018.

**Table 6: Details of the Electronic Collection and Growth Trends**

| Collection type | 2014 | 2015 | 2016 | 2017 | 2018 | % 2017 vs 2018 |
|---|---|---|---|---|---|---|
| Single titles | 12 750 | 22 796 | 33 394 | 37 732 | 77 873 | 106% |
| eBooks in collections | 126 525 | 151 258 | 157 292 | 167 315 | 253 938 | 51% |
| Journal titles with full text access in databases | 97 222 | 105 264 | 106 508 | 105 235 | 116 375 | 10% |
| Individual e-journal titles | 1 026 | 1 135 | 1 103 | 1 133 | 1 166 | 10% |
| **Total eBook collection** | **237 523** | **280 453** | **298 297** | **311 415** | **449 352** | **44%** |

**Table 7: Growth of the database collection (2014 - 2018)**

| Types of databases | 2014 | 2015 | 2016 | 2017 | 2018 | Diff | % |
|---|---|---|---|---|---|---|---|
| Abstract databases | 13 | 16 | 16 | 9 | 11 | 2 | 22 |
| Full text databases | 115 | 119 | 134 | 127 | 172 | 45 | 35 |
| eBook databases | 14 | 18 | 18 | 18 | 20 | 2 | 11 |
| Bibliographic databases | 22 | 22 | 23 | 22 | 23 | 1 | 4 |
| Reference databases | 14 | 15 | 15 | 11 | 12 | 1 | 9 |
| Other databases (Incl. Access Tools) | 22 | 24 | 24 | 29 | 30 | 1 | 3 |
| **Total** | **200** | **214** | **230** | **216** | **268** | **52** | **24** |

**Usage of the Database Collection**

The UJ Library provided access to 268 electronic databases during 2018 as compared to 216 in 2017. The use of the electronic databases decreased by 5% from 4 289 941 in 2017 to 4 076 351 in 2018. The decrease could be due to the fact that from February to May the server was unstable and many journals could not be accessed.

**Table 8: Database Usage Trend: 2014-2018**

| 2014 | 2015 | 2016 | 2017 | 2018 | Diff | % 2017vs 2018 |
|---|---|---|---|---|---|---|
| 4 874 295 | 5 643 611 | 3 699 457 | 4 289 941 | 4 076 351 | -231 590 | -5 |

# 4 EMPLOYEE PROFILE

## 4.1 STAFF COMPOSITION PER PEROMNES LEVEL

The UJ Library has 146 permanent positions and one contract position. On 31 December 2018, 143 of these positions had been filled, with three remaining vacancies. In March 2018, Prof Maria Frahm-Arp was appointed as the Executive Director of the Library. Ms Moipone Qhomane-Goliath had been Acting Executive Director from June 2017 to February 2018, and she is to be commended for the excellent work she did as acting Executive Director.

A total of 10 appointments were made in 2018 and of these, 9 were from the designated groups. The majority (56%) of permanent staff is between Peromnes Levels 11 and 8 with 58% of the staff component being female. The equity profile is as follows: 70% black, 5% Coloured, 2% Indian and 23% white.

**Table 9: Library Staff Peromnes Profile**

| Peromnes level | Number of positions | % |
|---|---|---|
| P3 | 1 | 1% |
| P5 | 2 | 1% |
| P6 | 1 | 1% |
| P7 | 20 | 14% |
| P8 | 32 | 22% |
| P9 | 12 | 8% |
| P10 | 9 | 6% |
| P11 | 48 | 34% |
| P12 | 16 | 11% |
| P14 | 2 | 1% |
| Total | 143 | 100% |

## 4.2 STAFF TURNOVER (APPOINTMENTS, RESIGNATIONS AND RETIREMENTS)

### 4.2.1 Permanent Positions

As mentioned above, in 2018, 10 appointments were made, of which 9 were from the designated groups. Five Library staff members were appointed to higher positions within the Library, four staff members left the UJ Library and four staff members retired.

We would like to thank the following staff members who retired in 2018 for the excellent work performed during their tenure at the UJ Library: Mrs Annelize Scholtz (Campus Librarian: APB); Mrs Pat Nkosi (Cataloguer); Mrs Ronel Smit (Faculty Librarian Humanities) and Mr Kris Mona (Library Shelver).

### 4.2.2 Temporary Appointments

The Library appointed student assistants and tutors to assist in the work of the Library and to expose them to the responsibilities linked to employment. The student assistants helped at the service points in the various libraries and the tutors provided support to undergraduates. At the Library we see our tutors and student assistants as colleagues, and we try to make their time in the Library a working –learning experience for them. We focus on trying to teach them the basics of professional etiquette and behaviour to prepare them for the world of work. In 2018 the various libraries also embarked on several projects, such as stock taking and moving collections for which full-day temporary assistants were employed. The temporary assistants worked for a total of three months each.

In July 2018 two young interns joined our events team. They were sponsored by EOH and in January 2019, the one intern, Mr Lloyd Makhubela was offered a full-time position.

**Table 10: Appointments were made as follows:**

| Type of appointment | Total | Remarks |
|---|---|---|
| Full day | 6 | Temporary staff appointed against vacant positions for three months in Library projects |
| Full day | 2 | Appointments made against vacant positions for a total of six months |
| Student assistants | 109 | The number includes 29 risk officers |
| Tutors | 10 | Funded by the Library |

## 4.3    EQUITY PROFILE

### 4.3.1 Race Equity Profile

On 31 December 2018, 77% of the permanent library staff was from the designated groups. See figure 6 for details:
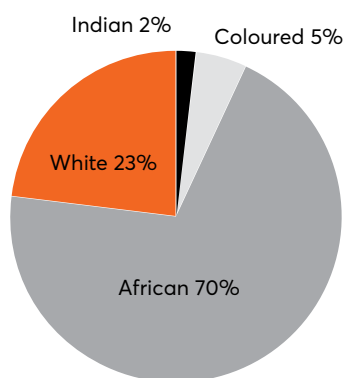


**Figure 6: Race equity profile**

**Table: 11 Equity Profile – Race trend**

**Equity Profile – Race**

| Category | 2015 | % | 2016 | % | 2017 | % | 2018 | % | Trend |
|---|---|---|---|---|---|---|---|---|---|
| African | 95 | 68% | 96 | 68% | 97 | 69% | 100 | 70% | ↑ |
| Coloured | 7 | 5% | 7 | 5% | 7 | 5% | 7 | 5% | = |
| Indian | 4 | 3% | 4 | 3% | 3 | 2% | 3 | 2% | = |
| White | 34 | 24% | 34 | 24% | 34 | 24% | 33 | 23% | ↓ |
| Total | 140 | 100% | 141 | 100% | 141 | 100% | 143 | 100% | |

**Table: 12 Equity Profile – Gender Trend**

| Gender | 2015 | | 2016 | | 2017 | | 2018 | | Trend |
|---|---|---|---|---|---|---|---|---|---|
| | Number | % | Number | % | Number | % | Number | % | |
| Female | 85 | 61% | 82 | 58% | 82 | 58% | 83 | 58% | = |
| Male | 55 | 39% | 59 | 42% | 59 | 42% | 60 | 42% | = |
| **Total** | **140** | **100%** | **141** | **100%** | **141** | **100%** | **143** | **100%** | |

## 4.4    STAFF DEVELOPMENT

### 4.4.1    Strategy and Optimisation Sessions

Library management and senior staff members attended workshops in which Library functions and roles were clarified. These sessions reviewed the Library vision and purpose and the organisational design that would respond to its vision. These conversations were filtered down to the rest of the staff through the KPI workshops that were subsequently held to help staff identify their roles and functions within the new strategy. It was through this process that the Library coined its slogan: Library 4.0 for the Love of Learning. The process culminated with the Enneagram workshop for Library managers where they were empowered to carry out the new vision whilst supporting the rest of the staff in the process.

### 4.4.2    Library Task Teams

The Library introduced a task team approach to carry out its vision and strategy. The task teams are the central way in which the Library is engaging in ongoing learning that is essential to thrive in the changes brought about by the Fourth Industrial Revolution. Following on the workshops, all staff members were encouraged to participate in any library function that they were interested in, by joining the relevant task team as part of their professional development and growth. The task teams consist of a task team leader and its members. Task team membership choice is voluntary, and it is based on the staff member's professional and functional interests within the Library space. The task teams are project based and the projects form part of the Library strategic plan. The task team activities should not to be more that 20% of the staff's job descriptions. The task teams met 3 times in the year and they each worked on only one project, so that people were not overloaded with work. Task teams will report back to the management team on their progress over the course of 2019.



Members of the Health and Safety Task Team: From left: Santha Geduld; Precious Tshabalala; Vivian Moore; Hettie Wentzel; Meralldene Guero and Rose Legoete

### 4.4.3   Library Training Academy

To ensure that Library staff are well trained in cutting-edge library products and services, training sessions with vendors and subject experts were arranged throughout the year. In 2018, 21 training sessions covered databases such as VAST, ProQuest, Jove, African Research Online, Emerald, African Journals (previously SAe Publications) and SpringerNature. Some of the Library staff members also presented training workshops on a variety of topics ranging from how to prepare for interviews to records management processes and how to use cloud storage.

### 4.4.4   Wellness Day

The annual Library Wellness Day took place on 28 September. As in previous years the day was set aside to remind and encourage staff that their personal well-being is as important as their work at the University.

The theme for the 2018 Wellness Day was "Murder Mystery". The game involved staff members assuming the identities of common criminals with interesting stories to tell. The aim of the game was for participants to assume their new identity and then solve the murder of their fellow gang members. Apart from sharing laughter, the morning session included testing and screening for various lifestyle diseases and conditions. An information session was conducted by external stakeholders provided by UJ Wellness and Alexander Forbes. The service providers included IEMAS, Old Mutual, a dietician, a biokineticist, a masseuse and a yoga instructor. Lynee Moloto from ICAS delivered an interactive discussion on anxiety and how to cope with the condition.

The Wellness Day was enlightening, especially the address by the Executive Director, Prof Maria Frahm-Arp, who shared her experience that after adversity or serious illness, the possibility of success is still alive if one focuses on the positive, live healthily and rely on each other for support.



The group that won the murder mystery
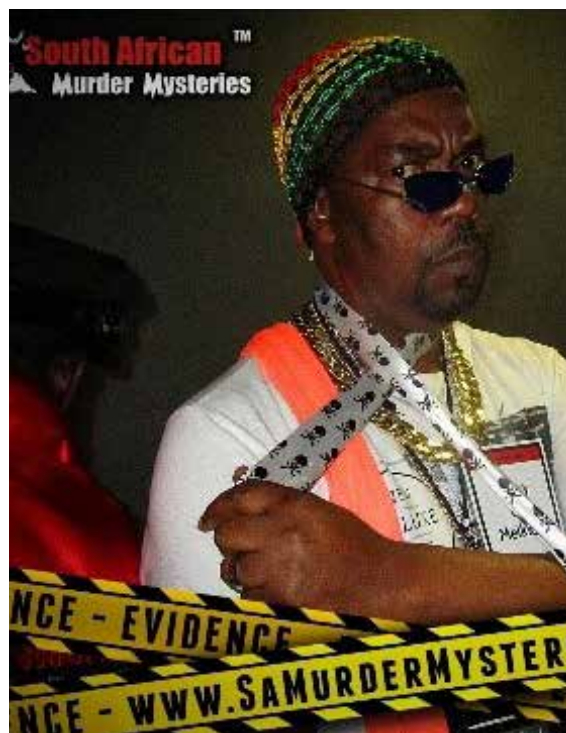


Mike Mokoena dressed up as one of the murder mystery characters

## 4.4.5  CONFERENCE PRESENTATIONS, PUBLICATIONS AND QUALIFICATIONS

In 2018, some Library staff presented papers at various conferences, published articles in peer reviewed journals and completed professional qualifications relevant to their areas of work. These presentations were in line with the promotion of the University's Fourth Industrial Revolution vision and strategy.

**Publications**

| Staff member | Paper title | Journal Title |
| --- | --- | --- |
| Elize Du Toit | Personal influence in information-seeking behaviour of art students | Journal of appropriate librarianship and information work in Southern Africa |

**Conference Presentations**

| Presenter | Conference | Title of the presentation |
| --- | --- | --- |
| Prof Maria Frahm-Arp (Executive Director) | Re-inventing African Libraries with eBooks, UJ Library:  14 September 2018 | Starting to Implement the Fourth Industrial Revolution in a South African Library |
| Prof Maria Frahm-Arp (Executive Director) | Sabinet Conference: 6 September 2018 | Lessons learnt from phase 1: Implementing 4IR in a South African Library |
| Nomoya Mahlangu (Director Research and innovation) | 19th LIASA annual conference: 8-12 October 2018 | LIS Sector and the Transition to the 4th Industrial Revolution |
| Hettie Wentzel (Manager Quality and Operations) and Merralldene Guercio (Administrative assistant) | 5th Annual SHECASA conference: 6-7 September 2018 | Library Safety within Tertiary Institutions: UJ Library 4.0. |
| Elize du Toit (Info-Skilling Librarian) | 39th International Association of University Libraries conference: 17-21 June 2018 | Using technology to teach students information literacy at the University of Johannesburg |
| Tyson Mabunda (Manager Institutional Repository | 19th LIASA annual conference: 8-12 October 2018 | Sharing research outputs as a potent transformative source in an inclusive knowledge society |
| Atline Maluleke (Librarian: Archives) | 19th LIASA annual conference: 8-12 October 2018 | Barriers to information access as experienced by learners at rural schools |
| Pavlinka Kovatcheva (Faculty Librarian: Sciences) | Re-inventing African Libraries with eBooks, UJ Library: 14 September 2018 | Embedding eBooks in the Blended Learning environment |

**Workshop Presentation**

| Title of workshop presentation | Staff member | The event |
| --- | --- | --- |
| RDA Relationships Cataloguing of e- publications | Claudia Reynolds | National Library of South Africa RDA workshop: 1- 4 March 2018 |
| What MarcEdit can do for you | Claudia Reynolds | IGBIS workshop: 16-17 August 2018 |
| Libraries in Practice | Janina van der Westhuizen | Guest lecturer for Information and Knowledge Management department |

**Qualifications**

| Staff member | Qualification |
| --- | --- |
| Atline Maluleke | MCOM (Business Management), specializing in Information and Knowledge Management, UJ |
| Nomsa Mudau | Post-graduate Diploma in Library and Information Science |
| Christina Mafumana | Post Graduate Diploma in Information Science |
| Owen Mabunda | BA in Bible and Theology |

**Appointment of Research Associates**

The appointment of Research Associates is a new concept introduced in order to promote research on libraries in Africa. Thus far, a total of three Research Associates have been appointed until 2021.

# 5 COMMUNITY SERVICE, STAKEHOLDER MANAGEMENT AND REPUTATION MANAGEMENT

The UJ Library continued to provide a stimulating environment for debate and engagement with topical issues to both students and staff. In 2018 the Library expanded its events to include exhibitions and conferences. Special effort was made to include more Fourth Industrial Revolution related events in the form of either book launches or public lectures. As such 15 Fourth Industrial Revolution related events were held in 2018. All Library events and seminars were presented in partnership with faculties or support departments within UJ. The 2018 events programme consisted of:
• special events
• exhibitions (Celebration of the Centenary birth of Nelson Mandela, The 2018 China Book Exhibition and Opening of China Shelf in South Africa and The Mantle Room Exhibition)
• conferences (The Fourth Industrial Revolution and Library Practices in South Africa and the eBook Seminar)
• book discussions
• public lectures
• UJ Talks

The Library is very proud of its collaborations with faculties and divisions to keep the events programme active. Below are the highlights of some of the events held in 2018. A detailed list of Library 2018 events is attached as an addendum to this report. We would like to thank all our partners for their collaboration and support in 2018.

## 5.1 SPECIAL EVENTS

### Alumni Dinner

The University of Johannesburg (UJ) alumni in collaboration with the UJ Library, hosted a motivational dinner in January 2018, at Auckland Park Kingsway Campus to celebrate UJ alumni who have overcome life challenges or achieved success in their professional and personal lives, and who have been an inspiration to the community. The theme for the occasion was "Against All Odds".

Two University of Johannesburg (UJ) alumni, a personal development speaker and a motivational speaker shared their thoughts on what their education has meant to them. The MC for the event was the entertaining, Celeste Ntuli, Zanele Madiba and Itumeleng Sekhu motivated the audience with their views.



In the picture: From left: Moipone Qhomane-Goliath, Celeste Ntuli, Itumeleng Sekhu and Nomsa Mahlangu

**Library Celebrates Women's Day**

The Library in partnership with the Faculty of Arts Design & Architecture hosted a UJ Women's Day event at the APK Campus Library in August 2018. The theme of the event was; Power (Ad)dress. Lebogang Mashile was the Master of Ceremonies. Lebo is an award-winning writer, presenter, actress and activist. A facilitated conversation on the theme included a robust discussion with Lucilla Booyzen (CEO SA Fashion Week); Loubna Combalat (Loayo Art & Creations); Yasmin Furmie (SiSi Collection); Prof Thea Tselepis (HOD: Fashion Design, FADA) and Farieda Nazier (HOD: Jewelry Design: FADA). As an additional item from FADA, the Fashion and Jewellery Design departments brought some fun and flair to the event with their students who displayed their designs of wraps and jewellery. Alby Michaels (FADA: Director & Dramaturge in Residence Performing Arts Officer) and his team coordinated the show



From left; Ms Nomsa Mahlangu, Ms Tumi Mketi, Prof Kinta Burger, Prof Maria Frahm-Arp, Prof Tshilidzi Marwala, Dr Jabulile Manana, Ms Lebo Mashile, Dr Nolitha Vukuza and Prof Federico Freschi

## 5.2   EXHIBITIONS

**Celebration of the Centenary birth of Nelson Mandela**

The University of Johannesburg's Faculty of Humanities, together with the National Institute for the Humanities and Social Sciences (NIHSS) launched a photographic exhibition of Mandela's Roots (revisited), by Bonile Bam at the Auckland Park Kingsway Campus Library on 27 August 2018.

The Exhibition was on display from 1 September until 30 October 2018, across all campuses including the Soweto, Doornfontein and Bunting Road Campus libraries. The entrance was free, and it was opened to the public. The exhibition traces Nelson Mandela's childhood journey through rural towns in the Eastern Cape, and features a series of mainly black and white photographs shot in Mvezo, Qunu and Mqhekezweni, and documents the landscape and physical setting in which Mandela lived as a boy. Bonile Bam, who grew up in the Eastern Cape, explained that he wanted to tell the story of Mandela through the landscape and structures that influenced his life.

From left; Prof Alex Broadbent, Mandla Langa, Prof Maria Frahm-Arp, Prof Dumisani Moyo, Prof Raymond Suttner.  Front row; Bonile Bam and Prof Kammila Naidoo



Photographic exhibition of Mandela's Roots (revisited), by Bonile Bam at the Auckland Park Kingsway Campus Library.

**The 2018 China Book Exhibition and Opening of China Shelf in South Africa**

On July 17th, 2018, the University of Johannesburg Confucius Institute and the University of Johannesburg Library, in partnership with China National Publications Import & Export Group held a China exhibition launch at the University of Johannesburg Library.

The UJ Vice-Chancellor and Principal Professor Tshilidzi Marwala welcomed the Deputy Minister of Higher Education and Training, Mr Buti Manamela and China's Executive Vice Minister of Publicity Department of the CPC Central Committee, Mr. Wang Xiaohui. The two Deputy Ministers opened the book exhibition that would run for a month and thereafter the books which are valued at (RMB 90 000.00 which is R178 112 at the current exchange rate) were donated to the University of Johannesburg Library.

It is hoped that the Book Exhibition will encourage more collaboration between Africans and Chinese with more African literature introduced to Chinese citizens.

From Left: Mr. ZHANG Jichen, General Manager of China National Publications Import & Export (Group) Corporation) Dr Nolitha Vukuza, Prof Saurabh Sinha, Mr. WANG Xiaohui, Minister of Publicity Department of the Central Committee of the CPC, PRC, Mr Buti Manamela, Prof Tshilidzi Marwala, Dr Oscar van Heerden, Dr David Monyae, Chinese Delegation

### The Mantle Room Exhibition

The Geological Society of South Africa and the Mineralogical Society of South Africa collaborated with the University of Johannesburg Department of Geology and the Library by bringing the Mantle Room Exhibition collection to Gauteng for the very first time. The exhibition was on display from 12 to 21 July at the Auckland Park Campus Library, and it was free of charge to Geocongress delegates and the general public. The Mantle Room Exhibition is a museum-type display that shows rocks and minerals collected over many years that provide insight into the processes that are occurring in the interior of the earth.



In the picture: Professor John Gurney of the University of Cape Town has been at the forefront of research efforts worldwide, and along with his students has amassed one of the world's best collections of mantle-derived samples.

## 5.3 CONFERENCES

**The Fourth Industrial Revolution and Library Practices in South Africa**

On Friday, 19 October, the Library held a colloquium on The Fourth Industrial Revolution and Library Practices in South Africa. The event was hosted for schools, public libraries, private libraries, and corporate libraries to create a platform on the way forward for libraries and their users in the Fourth Industrial Revolution.

The Colloquium was opened by Prof Maria Frahm-Arp (Executive Director: UJ Library). She explored the first steps in implementing the 4th Industrial Revolution in the UJ Library space and why libraries should adapt and embrace the change. The keynote speaker for the day was Stafford Masie, a South African 'techpreneur' and former head of Google SA who addressed the topic of AI and Humanity's Re-imagining.

Other invited speakers were Prof Saurabh Sinha (Deputy Vice-Chancellor: Research & Internationalisation), Professor Johannes Cronje (Dean of Informatics and Design at the Cape Peninsula University of Technology), Dr Abejide Ade-Ibijola (Senior Lecturer in the Department of Applied Information Systems, UJ) and Ms Sharlene Evans (English teacher at a private school in Ruimsig)



In the picture: From the far left: Prof Maria Frahm-Arp, Prof Saurabh Sinha and Mr Stafford Masie.

**eBook Seminar**

The UJ Library eBook Seminar took place on 14 September 2018. The purpose of the seminar was to provide a platform where librarians could share information and discuss the use of eBooks against the background of Re-inventing African Libraries. Dion Chang opened the event as keynote speaker and Prof Dadzie, from the University of Ghana, was the guest speaker. Papers were delivered by representatives from eight different institutions. Most of the speakers were librarians. However, to get a wider perspective, the eBook issue was also addressed from the point of view of a school teacher and a UJ student. Dion Chang ended his presentation with the following cliffhanger: Given the fast pace at which technology develops; should our focus not be on content rather than on format?



In the picture: Prof Dadzie, from the University of Ghana

## 5.4    BOOK DISCUSSIONS AND PUBLIC LECTURES

The Library hosted many book and public discussions in partnership with various faculties. The topics covered discussions about novels, academic book launches, Artificial Intelligence and the Fourth Industrial Revolution. See the appendix for all the events hosted at the UJ Library in 2018.

## 5.5    PUBLIC LECTURE

You want to be Published! Now What? Publishing your Academic or Non-Academic work in Africa.

Public Lecture with Kassahun Checole, founder and publisher of Africa World Press, Inc and The Red Sea Press, Inc. of Trenton, New Jersey. These two publishing houses are devoted to the publication of relevant, African-centered academic and social activist books on Africa and the African Diaspora. Kassahun's Public Lecture was entitled: You want to be Published! Now What? Publishing your Academic or Non-Academic work in Africa. Checole was a professor of African Studies and Sociology at Rutgers University in New Jersey and El Colegio de Mexico, in Mexico City when he established the presses.  As an anti-colonial and anti-apartheid activist he felt the need for an African-centered publishing house, and has since published over 3000 titles on various topics in the Humanities and Social Sciences.  May 2018 was the 35th anniversary since the presses were formally established.



In the picture, From left:  Prof Maria Frahm-Arp,
Prof Saurabh Sinha, Kassahun Checole and Dr Morley Nkosi.

## 5.6    *UJ TALKS* AT THE GCINA MHLOPHE AMPHITHEATRE

The UJ TALKS lecture series continues to be one of the most exciting platforms for inspiring, topical talks. The Library hosts these talks during culture hour on a Friday afternoon between 12h00 – 13h00 at the APK Library Gcina Mhlophe Amphitheatre. This year we were honoured by collaborations with the Faculty of Humanities Philosophy Department and the Faculty of Arts, Design & Architecture, Arts & Culture Department who presented engaging talks in 2018.



In the picture: Samuel T. Segun presents his talk entitled: Teaching machines to be moral.

## 5.7 COMMUNITY OUTREACH, COLLABORATIONS AND PARTNERSHIPS

The library also developed partnerships with various entities as part of its community outreach programmes. The following were the social engagement activities for 2018:

**Oprah Winfrey Leadership Academy for Girls**

Matric learners from the Oprah Winfrey Leadership Academy for Girls in the Vaal visited the University of Johannesburg's Library and Information Centre to interact with staff in the UJ Women in Leadership Programme. The learners enjoyed a first-hand account of the academic and support services that UJ offers. The Oprah girls, who were pristine in their lime green and white uniforms, went on a mini orientation provided by the UJ Centre for Academic Technologies (CAT) and the Library, and were introduced to opportunities in sport and merit bursaries, as well as support services by the Psychological Centre for Academic Development (PsyCaD) and the First-Year Experience (FYE).



Together with the UJ staff who are part of the Women in Leadership Programme, the learners received advice from various UJ students who are in the University's Civil Engineering Society at the Kingsway Campus. The senior students, sharing real stories of academic excellence and support, as well as challenges young women encounter at higher education institutions. They narrated their personal accounts of how they managed to excel academically through the support of lecturers, staff, and fellow students in social and academic clubs. From relationship problems and staying focused on studies to having responsible fun and touring the African continent by the University's Africa by Bus programme. The Oprah girls were inspired by UJ's variety of student support services - one of the leading education institutions globally.

Demonstrations of artificial intelligence robots and other digital education resources, as UJ leads the conversation on the Fourth Industrial Revolution, formed part of the conversation. Ms Soraya Motsabi, a veteran First-Year Experience coordinator at UJ, emphasised the importance of student resilience, good attitude, great personality and membership of the University's Top Achievers and UJenius clubs, among the traits UJ fosters in students for academic excellence during their undergraduate years.

**The African Peer Review Mechanism (APRM)**

Members of the APRM visited the Library in a fact-finding mission on how to establish an Online Library, and to explore possible partnerships with the UJ Library. The ARPM is a unit of the African Union. The unit compiles reports on the reviews of African member states. This produced a partnership agreement in which UJ Library will be hosting the APRM archives. These resources will benefit our students and research centres, especially the Institute for Pan African Thought and Conversation and the UJ SARChi Chair: African Diplomacy and Foreign Policy.

In the picture: Nomoya Mahlangu and Janina Van der Westhuizen with visitors from APRM

**Inviting Librarians to the Fourth Industrial Revolution conference**

As part of our new strategy the Library will be focussing on Community Development engagements in which we share our expertise with struggling schools and public libraries and librarians. To this end we invited teachers and librarians at quintile 1, 2, 3 schools to join our seminar for free.

**UJ Metropolitan Academy**

UJ library completed a needs analysis and a proposal for the implementation of library revival strategies at the UJ Metropolitan School. The needs analysis report and intervention plan have been submitted to the school for approval. The intervention will hopefully take place in 2019. These include helping the school to set up a functioning library, acquiring a library management system and providing training to the teachers on library related functions.



From Left: Dudu Tshabalala and Nomoya Mahlangu with the school Principal: Mrs Rehana Jardine.
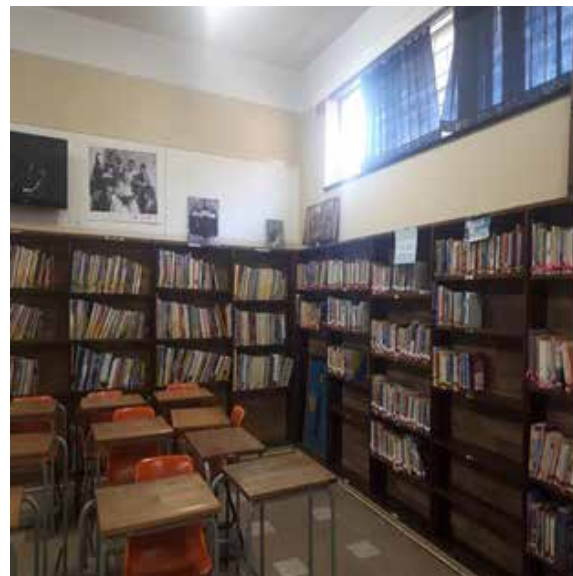


Current state of the school library

# 6  RESOURCES MANAGEMENT AND SUSTAINABILITY

Although the University had to operate under constrained financial conditions during 2018, the Library still received a budget of R7 130 380  for operating expenses. Due to the Library's participation in the SANLiC consortium, who managed to negotiate an 84% saving on journal costs for members, and strategic buying by the IT and Technical Services departments when the Rand was more stable, the Library was able to stretch the budget to cover all the activities, purchasing and re-furbishing outlined in the report.

A significant amount of the Library budget is spent on events and during 2018, Mrs Rebecca Mabuya who used to work in the Library kitchen as a tea lady, went on three cooking courses at the School for Tourism and Hospitality where she learnt how to make a number of different cakes and lunches.  Going forward in 2019 Rebecca will be part of the Library Events team and her role will be to provide in-house catering at meetings and small-scale events in the Library. This will allow us to stretch our budget even further in 2019 to ensure that we host the same number of events with the same high standards set in 2018.



In the Picture: Rebecca Mabuya attending a baking course

## 6.1    INCOME

Apart from the usual annual income generated from book fines paid, the Bindery and venue hire, the library hosted two conferences this year which also generated income.

The income generated from the venues showed an increase of R3 441, from R21 816.89 in 2017 to R25 258.77 in 2018. This increase can be attributed to proper management of the payment process, which ensured that the money was transferred from the various departments to the relevant library cost centre.

## 6.2    FINANCIAL SUMMARY

The 2018 Library budget was fully utilised. Several big expenditure items were purchased, including the purchase of new CSX security gates, additions to the biometric key cabinet and motorised doors for the APK Library. This year the Library also met with the Procurement team to discuss and or clarify processes and matters of concern.

**Table 14: Finance summary for 2018**

|   |   | Budget | 2018 Expenditure | % |
|---|---|---|---|---|
| 1 | Human Resources | 69,470,058 | 67,450,961 | 97% |
| 2 | Restricted Budget | 868,855 | 646,058 | 74% |
| 3 | Operational Budget | 7,130,380 | 7,583,467 | 106% |
|   | Sub Total (HR, Restricted & Operational) | 77,469,293 | 75,680,486 | 98% |
| 4 | Information Budget | 117,402,743 | 104,747,832 | 89% |
|   | **TOTAL** | **194,872,036** | **180,428,318** | **93%** |

A brief description of the components follows:

**Note on Point 1: Human Resources**

There were a number of vacancies during the year, creating the under expenditure on the Human Resource / Personnel Remuneration category.

**Note on Point 2: Restricted Budget**

Foreign exchange losses realised during 2018 was lower than anticipated. This is as a result of the strengthening of the Rand against foreign currencies such as the US Dollar. This resulted in an under-expenditure on the restricted budget category.

**Note on Point 3: Operational Budget**

The over-expenditure on the operational budget category can be attributed to VAT on imported services relating to the information resources purchased in foreign currencies.

**Note on Point 4: Information Budget**

The bulk of the information resources renewals takes place in November. The SANLIC agreement was finalised in December. As a result of the aforementioned, the information budget shows as underspent.

## 6.3    INCOME GENERATION

In 2018, the Library responded to the financial challenges faced by institutions of higher learning. The Library implemented several strategic activities and ventures to augment its financial reserves, whist also responding to the needs of the 4th Industrial Revolution and staying relevant to its institutional mandate, to support teaching and learning and research.

### Conferences and workshops

Two conferences and one electronic book expo were organized in 2018, all with the intention to generate funds for the Library. In 2019 the Library will host an International Conference on Libraries and the Fourth Industrial Revolution that promises to generate more money for the Library. There are other workshops and national conferences in the pipeline for 2019. The Library eBook Seminar held in September and the 4th Industrial Revolution Library Practices in South Africa Colloquium, which took place in October 2018, generated an income of R195 220 for the Library. This total includes sponsorship opportunities from suppliers.

### Coffee Shops

The motivation to open coffee shops is to provide a third-stream income to the Library and a beautiful space for a quick coffee and snack whilst studying or completing projects. As such the Library hopes to build coffee shops at three of its campus libraries, namely SWC, APK and DFC.

### Hiring out of Library's 6th floor Auditorium

The Library plans to use the Auditorium to generate funds by hiring it out to businesses at a fee. That means that the venue will expand the Library's budget.

### The Library Bindery

The Bindery is being used as an income generating service, as opposed to its original function to mend and bind library books. In 2018, the Bindery intensified its marketing and promotion campaigns to secure more business. As such it was able to generate R793,700.00 in 2018 compared to R617, 349.00 in 2017, amounting to a 28% increase in turnover.

# 7   LEADERSHIP

UJ Library is one of the leading academic libraries in the country. Many visitors continue to visit in order to benchmark against the Library in various areas. The UJ Library is amongst the libraries that implement cutting-edge technologies in line with the University's Fourth Industrial Revolution impetus. The Library staff have also displayed special talented leadership qualities in various ventures. Details are listed below:
• The Library Events Programme is one of the best in South Africa
• UJ Library is the first institution to implement Mobile Worklists Staff App and iPhones
• The Book-to-Desk online service is the first amongst South African Libraries
• The use of task teams to facilitate the implementation of the Library strategy is applauded by other library peers and some are planning to implement something similar
• The UJ Library Bindery is one of the few surviving binderies at academic institutions. Most have closed due to financial challenges
• The UJ Library is a Thought Leader in the Fourth Industrial Revolution
• The UJ Library has an active Community Engagement programme
• The Library runs the biggest Online eBook expo in comparison to other academic libraries in South Africa

# 8   CONCLUSION AND WAY FORWARD

In the year 2018, the UJ Library made great strides in investigating the implementation of Fourth Industrial Revolution technologies and the reorganizing of staff to align the library structure with the new University vision. To continue supporting the University's Global Excellence and Stature programme, the UJ Library will focus on the following strategic areas in 2019:
• Host an International Conference on the Fourth Industrial Revolution and Library Practices
• Implement Business Intelligence in order to provide customised services to staff and students and to be able to make informed financial and strategic decisions
• Support University research projects through an enabling library environment and activities
• Develop the Institutional Repository to host media interviews, commentaries, podcasts etc.
• Promote the use of the Library spaces and services to get return on investment
• Establish multi- and cross-disciplinary conversation series
• Continue to implement relevant technologies to enhance Library services
• Promote collaborations and partnerships to share experiences
• Promote the Library through digital marketing
• Implement staff development programmes in line with the principles of the Fourth Industrial Revolution
• Generating third-stream income through the establishment of coffee shops on three campuses

# 9 CONSOLIDATED LIBRARY EVENTS: 2018

1. Alumni Dinner: **Against All Odds**. In partnership with Advancement - Alumni Division
2. Book Discussion: **The Magna Carta of Exponentiality** by **Vusi Thembekwayo.** In partnership with College of Business and Economics
3. Student Talk: **Valentine's day - Sex & Sexuality.** In partnership with Campus Health
4. Public Dialogue: **The Political Situation in Zimbabwe.** In partnership with the Institute of Pan African Thought and Conversation and the Department of Anthropology and Developmental Studies
5. Book Discussion: **Hlomu - The Wife** by **Dudu Busani Dube**. In partnership with the Department of Communication Studies
6. Public Dialogue: **"Woman In The Wings".** In partnership with the Institute of Pan African Thought and Conversation
7. Student Talk: **Presented by the Centre for Psychological Service and Career Development.** In partnership with Centre for Psychological Service and Career Development
8. Book Discussion: **Win! Compelling Conversations with 20 Successful South Africans** by **Jeremy Maggs**. In partnership with the College of Business and Economics
9. Conference: **Division of Internationalisation co-hosting a conference with Accord and Historians without Borders.** In partnership with the Division of Internalization
10. Seminar: **The reason for existence by Dr Francois Durand.** In partnership with the Department of Zoology
11. Book Discussion: **The History of Business in Africa: Complex Discontinuity to Emerging Markets** by Prof **GrietjieVerhoef**. In partnership with CBE: School of Accounting
12. Workshop: **Life Skills.** Presented by **Dr Corne Davis**. In partnership with the School of Communications, Faculty of Humanities
13. Public Dialogue: **"The Eagle and the Springbok: Essays on Nigeria and South Africa".** In partnership with the Institute of Pan African Thought and Conversation
14. Presentation: **Cross-border road transport agency** by **Sipho Khumalo**. In partnership with CBE: Department of Transport & Supply Chain Management
15. Book Discussion: **No chains around my feet.** Book by **Nomoya Mahlangu** - Director: UJ Library
16. Book Discussion: **BARE: The Blesser's Game** by **Jackie Phamotse.** In partnership with SWC Student Life and Governance
17. Public Dialogue: **World TB Day.** In partnership with SANTA and Campus Health
18. Talk: **Education as a basic human right in South Africa** by **Philip Molekoa**. In partnership with the SA Human Rights Council
19. UJ Talks: **Human Rights in the South African Context.** In partnership with Arts and Culture
20. Book Discussion: **The Black Consciousness Reader** by **Baldwin Ndaba, Therese Owen, Masego Panyane, Rabbie Serumula and Janet Smith.** In partnership with the College of Business and Economics
21. Seminar: **The cultural and socio-economic value of indigenous knowledge about plants and their uses** by **Prof Ben-Erik van Wyk**. In partnership with the Department of Botany
22. Information session: **Qaphela! On safety in the Library, campus and around the DFC area.** In partnership with Protection Services
23. Book Discussion: **Being a Black Springbok -The Thando Manana Story** by **Sibusiso Mjekeliso**. In partnership with UJ Sport
24. Book Discussion: **Khwezi** by **Redi Tlhabi**. In partnership with IOHA, Akani Day Residence and PsyCaD
25. Book Discussion: **BARE** by Jackie Phamotse. In partnership with Akani Day Residence
26. Public Lecture: **"Recovering Democracy in South Africa".** In partnership with the Institute of Pan African Thought and Conversation
27. Public Lecture: **Slum Tourism in Johannesburg** by **Prof. Gijsbert Hoogendoorn.** In partnership with the Faculty of Science
28. Book Discussion: **Everyday Zulu** by **Melusi Tshabalala.** In partnership with the Division of Academic Planning, Quality Promotion and Academic Staff Development

29. Seminar: **Making Sense of Research** by **Varona Sathiyah, Keyan Tomaselli, Nyasha Mboti, and Leyla Tavernaro-Haidarian.** In partnership with the School of Communication and Media Studies

30. Book Discussion: **Miss-Behave** by **Malebo Sephodi.** In partnership with Lackbird books and IOHA

31. Book Discussion: **Land is Ours** by Tembeka Ngcukaitobi. In partnership with The UJ Faculty of Law, Transformation Unit and the Faculty of Humanities

32. Book Discussion: **"King Makhado Ramabulana, The Lion of the North, 1864 - 1895** by **Remani Mulangaphuma,** In partnership with the Department of Historical Studies

33. Talk: **The plight of South African Drug Mules in foreign Countries by Ms. Belinda West.** In partnership with PsyCaD

34. Public Lecture: **Introducing Modern Mathematical Statistics in to Asset Management** by **Dr Johan de Kock.** In partnership with the Faculty of Science

35. Motivational Talk: **Goal setting** by **Muzi Mthabela:** In partnership with CSBD

36. Public Lecture: **"Foreign Policy In Post-Apartheid South: Security, Diplomacy and Trade"** by **Sagaren Krishna Naidoo** - SA Dept of Defence, **Professor Gilbert Khadiagala**, (Wits), **Advocate Doctor Mashabane** –(UN (SA) ), **Ambassador Mxolisi Nkosi** (DIRCO. ) and **Nicole Fritz** - (SALC). In partnership with the Institute of Pan African Thought and Conversation

37. Book Discussion: **"(Un)covering Men: Rewriting Masculinity and Health in South Africa."**. In partnership with the Faculty of Health Sciences and the Department of Medical Imaging and Radiation Sciences (MIRS)

38. Public Lecture: **What science hides in your breakfast? Biotechnology and Food Technology** by **Dr Suretha de Kock.** In partnership with the Department of Biotechnology and Food Technology

39. Think Tank by **Dr Richard Maponya**. In partnership with The Centre for Entrepreneurship

40. UJ Reads: **Pure Wander** by **Batsi Lamola.** Library Project

41. Book Discussion: **Soweto - Under the Apricot Tree and Hardly Working: A Travel Memoir of Sorts** by **Niq Mhlongo and Zukiswa Wanner** In partnership with the Johannesburg Institute for Advanced Study

42. Book Discussion: **The curse of Teko Modise** by **Teko Modise.** In partnership with Blackbird Books

43. Public Lecture: **Personal Information for Sale. Sold!** by **Jaco du Toit.** In partnership with ACSSE

44. **Career Talk by the Open Society Initiative of Southern Africa.** In partnership with PsyCaD

45. Book Discussion: **"Hum If You Don't Know the Words." A perspective and searing look at Apartheid-era South Africa**. In partnership with the Faculty of Health Sciences, Department of Medical Imaging and Radiation Sciences (MIRS)

46. Public Lecture: **The Relativity of Bugs Bunny** presented by **Prof. Steven Karataglidis.** In partnership with the Department of Physics

47. Book Launch: **The Gods who send us Gifts** by **Prof Wole Soyinka.** In partnership with the Internationalisation Division

48. UJ Talks: **What is your Ginga? Brazil's beautiful, fun and free football style** by **Bongani Tau.** Library Project

49. Public Lecture: **You Want to be Published! Now What? Publishing your Academic or Non-Academic Work in Africa** by **Kassahun Checole.** Library Project

50. Book Discussion: **Nelson R Mandela - Decolonial Ethics of Liberation and Servant Leadership edited** by **Busani Ngcaweni and Sabelo J Ndlovu-Gatsheni.** In partnership with the UJ Faculty of Humanities, Department of Politics and International Relations

51. Poetry Session: **Africa Rise by The Nelson Mandela Foundation.** In partnership with UJ Community Engagement

52. Public Lecture: **Aerosol and cloud measurements in South Africa using LIDAR, satellite and model data** by **Dr Lerato Shikwambana.** In partnership with the Faculty of Science

53. UJ Talks: **How has Jazz music influenced African Identity and Pride** by **Tshepo Maseko.** In partnership with UJ Arts and Culture

54. Book Discussion: **Faith and Resistance – The Politics of Love and War in Lebanon.** In partnership with the Department of Religion Studies

55. Workshop: **The Mac Protocol to the Cape Town Convention: The Future of the Mining, Agriculture and Construction Sectors.** In partnership with the International Institute for the Unification of Private Law, the Department of International Relations and Cooperation and the UJ Faculty of Law

56. Public Lecture: **Satellite Cooperation: The Next Frontier of Sino-African Relations?** By **Dr Zhu Ming.** In partnership with the UJ Confucius Institute

57. Workshop: **Jacana Fiction Submission Workshop** by the **Jacana Literary Foundation.** In partnership with The Jacana Literary Foundation and The UJ Multilingual Language Services Office (MLSO – School of Languages)
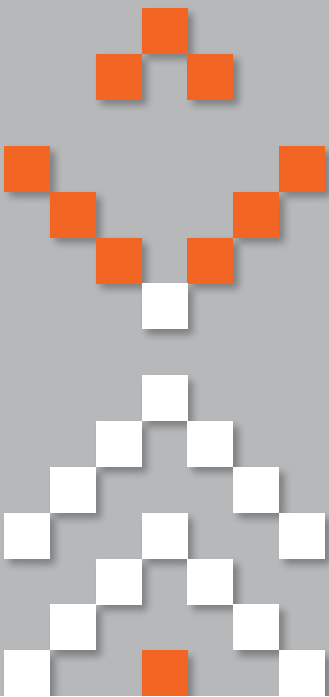
58. Exhibition Launch: **The Messengers from the Mantle: Diamonds and Craton Roots Exhibition.** In partnership with the Geological Society of South Africa and the UJ Geology Department

59. Book Exhibition: **China Book Exhibition and Opening Ceremony of "China Shelf" in South Africa.** In partnership with the UJ Confucius Institute and China National Publications Import & Export (Group) Corporation

60. Public Lecture: **Progressive or Neo-liberal? South African Economic Policy since 1994 by Prof Mongane Serote.** In partnership with the UJ Confucius Institute

61. Public Dialogue: **Nelson Mandela's Legacy conversation including a book discussion: 100 Mandela Moments** by **Kate Sidley.** In partnership with the Community Engagement Division

62. Public dialogue and Documentary Screening: **"Nelson Mandela Centenary Dialogue".** In partnership with the Institute for Pan African Thought and Conversation

63. UJ Talks: **The Apocalypse – Mere Superstition or Fact?** By **Carien Smith.** In partnership with the Faculty of Humanities

64. Book Discussion: **The Five-Year Mark Artificial intelligence is cool, but market intelligence is cooler** by **Mike Saunders.** In partnership with CBE: School of Consumer Intelligence and Information Systems

65. Celebration: Women's Day. **The Power (Ad)dress** by **Lebo Mashile.** In partnership with the Faculty of Arts, Design and Architecture

66. **Standard Bank Career Day with PsyCaD.** In partnership with PsyCaD

67. Public Lecture: **Communications and Artificial Intelligence** by **Prof Ylva Rodny-Gumede.** In partnership with the Department of Journalism, Film and Television

68. UJ Talks: **"The meaning of life"** by **Aribiah Atto.** In partnership with the Faculty of Humanities

69. Workshop: **Leadership 2020.** In partnership with the Division of Student Affairs and Leadership 2020

70. Book Discussion: **Sol Plaatje: A life of Solomon Tshekisho Plaatje 1876–1932** by **Brian Wilan.** In partnership with the Johannesburg Institute for Advanced Study (JIAS)

71. Public Lecture: **Women and Transformation.** In partnership with the Transformation Division

72. UJ Talks: **Money Mastery Talk by Sandras Phiri.** In partnership with the Faculty of Humanities

73. The Nelson Mandela Photographic Exhibition Launch. **Mandela's Roots (revisited) a photographic exhibition** by **Bonile Bam.** In partnership with the Faculty of Humanities

74. Public Lecture: **"The UJ Nelson Mandela Centenary Dialogue".** In partnership with the Institute for Pan African Thought and Conversation

75. UJ Talks: **Traditional Medicine, Western Medicine and Ubuntu'** by **Tony Shabangu.** In partnership with the Faculty of Humanities

76. Summit: **UJ LGBTI+ Summit 2018.** In partnership with the Transformation Division

77. Public Dialogue: **"South Africa's Return to the United Nations Security Council"** by **Advocate Doctor Mashabane.** In partnership with the Institute for Pan African Thought and Conversation

78. Launch: **Music and Performing Arts as Protest with the Emancipation Institute.** In partnership with the Faculty of Humanities

79. Seminar: **The paradox of father absence and presence in contemporary and historical South Africa** by **Prof Grace Khunou** (UJ) **and Prof Malose Langa** (WITS). In partnership with the Transformation Division

80. Book Discussion: **Chota Motala - A Biography of Political Activism in the Kwazulu-Natal Midlands** by **Goolam Vahed.** In partnership with The Ahmed Kathrada Foundation

81. eBook Seminar: **Re-inventing African Libraries with eBooks.** Library Project

82. Book Launch and Public dialogue: **"Africa and The World: Bilateral and Multilateral International Diplomacy" edited** by **Dawn Nagar and Charles Mutasa**. In partnership with the Institute for Pan African Thought and Conversation

83. Edible Book and Artwork Festival Book Discussion: **Through the Eyes of an African Chef** by **Nompumelelo Mqwebu.** In partnership with The UJ School of Tourism and Hospitality, the South African Chef Association, and the UJ Centre for Entrepreneurship

84. Public Lecture: **Annual Thomas Sankara Lecture by Prof Siphamandla Zondi.** In partnership with the UJ Thomas Sankara Residence

85. Public Lecture: **Decolonisation: the 'missing link' between Sara Baartman, Comparative Anatomy and Afrikaans** by **Prof Debra Meyer.** In partnership with the Faculty of Science

86. Government Career Day: **Different government departments will talk to students about various careers available in government.** In partnership with PsyCaD

87. Seminar: **A tribute to Nelson Mandela by Advocate Tembeka Ngcukaithobi.** In partnership with JIAS and the Faculty of Law

88. **Entrepreneurship Indaba.** In partnership with the Centre for Entrepreneurship

89. **Public Lecture: Archeoastronomy** by **Prof. Chris Engelbrecht.** In partnership with the Faculty of Science

90. UJ Talks: **Decolonisation and the Future of African Philosophy** by **Chad Harris.** Library Project

91. Science Public Lecture: **How and why birds fly** by **Prof John Maina.** In partnership with the Department of Zoology

92. Book Discussion: **Issues of Indigenous African Literature and Onomastics: A Festschrift in Honour of D. B. Z. Ntuli.** In partnership with the Department of African Languages

93. Public Lecture: **The Future of Africa-China Relations: Conclusions from FOCAC 2018.** In partnership with the UJ Confucius Institute

94. UJ Talks: **African Feminism with Dimpho Takane. 'How the identity of the black African female can be redefined through dance' (Devon Bailey).** Library Project

95. Public Dialogue: **"Celebrating Adebayo Adedeji's Life and Legacy"**. In partnership with the Institute for Pan African Thought and Conversation

96. Science Public Lecture: **Medical Geology by Prof Hassina Mouri.** In partnership with the Department of Geology

97. Public Lecture: **Block Chain by Paul Mitchel.** In partnership with The Development and Fundraising Office and Faculty of Engineering and the Built Environment

98. Conference: **Fourth Industrial Revolution and Library Practices in South Africa.** Library Project

99. **UJ community engagement Imbizo Awards.** In partnership with Community Engagement

100. Science Public Lecture: **Automatic plagiarism Detection and Student Life in the Russian Federation** by **Rhulani Maluleka.** In partnership with the Academy of Computer Science and Software Engineering

101. UJ Talks: **Outsiders to the human project: What psychopathy can teach us about being virtuous'** by **Asheel Singh and Samuel Segun.** Library Project

102. Book Discussion: **Race Otherwise - Forging a New Humanism for South Africa** by **Zimitri Erasmus.** In partnership with the Faculty of Arts, Design and Architecture (FADA)