



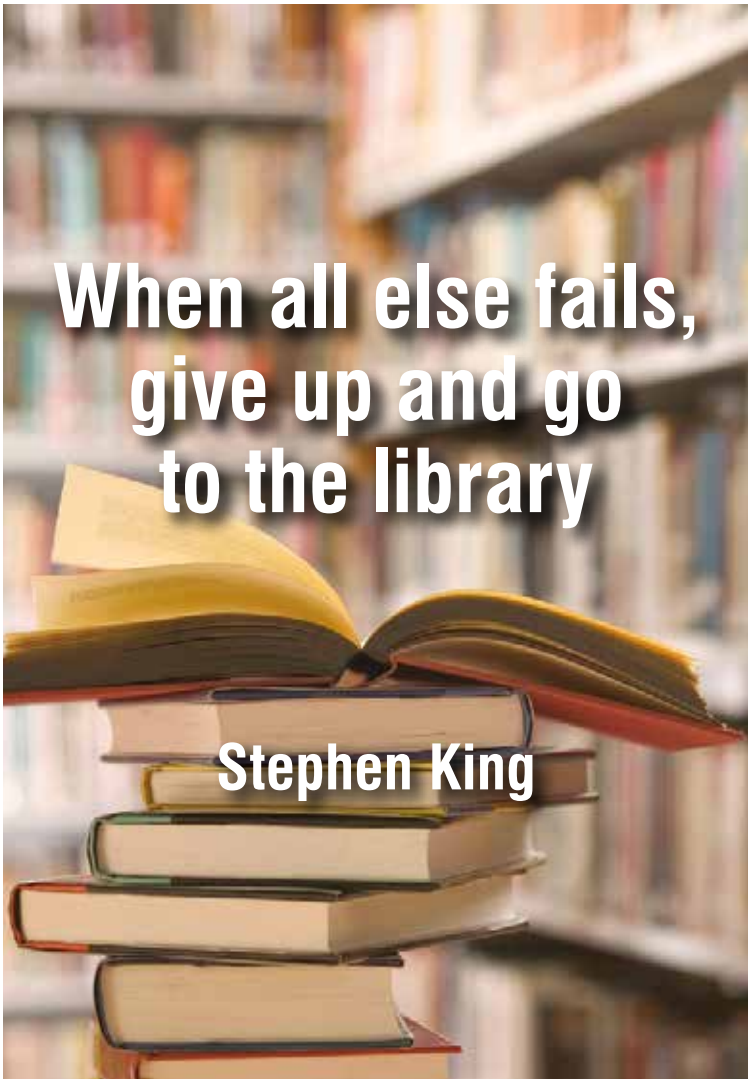
# UJ Library **Annual Report** 2015

“Without Libraries what have we?  
We have  
no Past and no Future.”

Ray Bradbury

RETHINK. REINVENT.





**When all else fails,  
give up and go  
to the library**

**Stephen King**

**IF YOU  
HAVE  
A GARDEN  
AND A  
LIBRARY  
YOU HAVE  
EVERYTHING  
YOU NEED.**

**Marcus Tullius Cicero**

**“A library is  
not a luxury  
but one of  
the  
necessities  
of life.”**

**Henry Ward Beecher**

**A university is  
just a group  
of buildings  
gathered around  
a library.**

**Shelby Foote**



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# 1 EXECUTIVE SUMMARY

## 1.1 OPERATING CONTEXT AND GOVERNANCE

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 format, excellent client service and an innovative engagement with providing learning spaces through its network of campus libraries and through its central administrative and management services based on the Auckland Park Kingsway Campus.

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

There are two levels of management in the Library:

- **The Management Committee** consisting of the Executive Director, Directors and Managers.
- **The Consultative Strategy Group.** The group consists of the Management Committee plus all Team Leaders and specialist staff working across campuses.

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

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

In addition to the above, regular meetings with the Student Representative Council (SRC), Information Communication Systems (ICS) take place to ensure that library initiatives meet the needs of the students and were aligned to developments in ICS.

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

## 1.2 RISK MANAGEMENT

During 2015 risks for the Library were related to:

- Maintenance of buildings.
- Safety and security of library clients and their property, as well as University assets in the Library.
- The impact of the weakening exchange rate on the development of library collections.
- The risks related to maintenance and safety and security were exacerbated by the fact that the library spaces were very well used and were constantly overcrowded. The number of visitors to the library has increased by 55% over the last five years: from 2 868 203 visits in 2011 to 4 459 336 in 2015. From 2014 to 2015 there was a 13% increase in visits to the library (see Table 2).
- The record number of visitors for a single day in the busiest library, the APK Campus Library, during 2015 was 17 819 on 2 March. This is slightly less than the record for 2014; however, an overview of the highest gate statistics for this library over the last four years illustrates the increased use of the library since 2012:
  - 2014: 18 328 on 7 October.
  - 2013: 16 500 on 13 September.
  - 2012: 11 544 on 22 February.



In the APB Campus Library a stampede was narrowly avoided during the May/June examinations. Protection Services had to intervene when 160 students competed for the 100 seats available in the 24-hour study area. To mitigate the risk of a stampede, overflow study areas in lecture halls were made available on short notice for the duration of the examination period.

The DFC Campus Library showed the most marked increase in the demand for seating space and services. The gate statistics for this library increased by 21% from 2014 to 2015, and the library for the first time recorded more than one million visits for a year (1 135 516 visits). The increase placed pressure on both the facilities and the services offered.

Specific risks and mitigating strategies are discussed below.

### 1.2.1 Maintenance

#### a) Water Leaks

The roof of the APK Library has been leaking since 2014, posing a serious risk for the Law Collection on Level 6 of the library and the journal collection on Level 2 (north wing). As it happened, the Level 2 ceiling collapsed during a storm early in December. Fortunately, the area was already cleared for the renovations project and the journal collection was not damaged.

During 2015 the problem with water leaks extended to the bathrooms on Level 6 as well. Waterproofing was completed in this area, which has stopped the leaking when it rained. During the waterproofing project, it was discovered that part of the leaking was caused by low water pressure, due to the fact that the water supply for the toilets was linked to that of the fire hoses. The matter was reported to both Maintenance and Occupational Safety and the problem was resolved.

#### b) Air conditioning

The air conditioning systems in all the libraries needed attention. There were constant complaints about high temperatures and a lack of proper airflow from clients in all the libraries. In the APB Library a project to replace the HVAC system was approved and the work was completed in November 2015. The HVAC system in the APK library will be upgraded as part of the project to replace the roof.

#### c) Pressure on Bathrooms

The high number of clients visiting the libraries caused problems with toilets often being blocked. The leaks in the toilets on Level 6 in the APK Library also led to damage to floors and ceilings on the lower levels because the water flowed down to the lower level bathrooms. The Level 6 bathrooms were upgraded during 2015 and it was agreed that the revamped space would be used as an example for Central Technical Services to upgrade the remaining bathrooms in 2016.

In the APB Campus Library additional toilets were installed in the 24-hour study area.

#### d) Occupational Safety and Security

The UJ Library seriously engaged with Health and Safety regulations because of the very real risks posed by the overcrowding of the libraries. During February 2015 evacuation drills took place in all the campus libraries.



The drills served to highlight problematic aspects of evacuation such as:

- Delays in responding to alarms.
- The tension between compliance with Health and Safety regulations and safeguarding University property and assets.
- Public address systems that were not functioning well, causing breakdowns in communication.
- Bottlenecks at the available emergency exits.

These problems were noted and various mitigating strategies were put in place. Also, it was noted that the drills themselves caused risks for the libraries and it was decided not to have drills during the busiest months of the year.

Power outages also remained a serious Health and Safety and Security issue for all the libraries. The fact that both the safety of clients in the libraries and the security of university assets were at risk during load shedding and other power outages was identified as a risk in 2014. Budget requests for 100% cover by generators for all the libraries were submitted for the 2015 budget. Currently the DFC, APB and FADA libraries have full cover. However, the APK and SWC libraries have partial cover only.

The tension between Health and Safety on the one hand and security on the other hand remained a risk for all the campus libraries. Compliance with Health and Safety regulations with regard to emergency exits increased the security risks for the libraries. The situation at the Special Collections in the Doornfontein Campus Library is a case in point. There is only one emergency exit and it has been marked as such and fitted with a regulation push bar to open it in case of an emergency. However, the door can be opened with ease by staff or students without anyone noticing, posing a risk to the very valuable items in the Special Collections. An alarm was connected to the door to alert staff when it is opened but the residual risk is still unacceptably high. Similar situations exist in all the campus libraries and additional alarms and cameras are needed in all cases.

### 1.2.2 Protest Action

#### a) Evacuations and Crowd Management

The evacuation drills stood the library in good stead during the #FeesMustFall campaign in October and November 2015. Protesters more often than not gathered directly in front of the APK Campus Library and on occasion demanded entry into the library. Whenever this happened, the library was placed on immediate lockdown to ensure the safety of staff and students. Part of the lockdown process was to gradually evacuate the library because students became restless if they were not allowed to leave the library during the protest action. A stop and go process was used to prevent bottlenecks at the emergency exits. Nobody was allowed to enter the library during the lockdown periods. Staff became adept in handling the evacuations, but they often pointed out the risk of a stampede should any one of the students panic and start pushing to get out.

Although the lockdown and evacuation process was effective, the library was still vulnerable because of the big front windows through which stones could be thrown. This posed a danger of damage to the library and even injuries to staff and students alike. To mitigate the risk additional security guards were deployed inside and outside the library to assist library staff with crowd management during demonstrations and evacuations.

The UJ Library is well positioned to fulfil its mandate to support teaching, learning and research at UJ

The library was on high alert for possible vandalism, especially during the evening hours. On two separate occasions firecrackers were thrown in the library causing panic among students. Once the fire alarm was activated, which caused chaos and confusion among staff and students.

#### b) Cleaning

Cleaning staff were on strike from 2 to 23 November. The libraries were heavily used during this time because of examinations. The lack of cleaning of especially the toilets posed a health risk and library staff stepped into the breach. They cleaned toilets and restocked bathrooms with toilet paper more than once a day. Garbage bins were emptied and study areas cleaned without any protest.

### 1.2.3 Theft and Vandalism

Theft remained a risk for the library. Early in the year an iPad and a Dell CPU were stolen from the library despite the security measures which were in place. Students also lost possessions during the year, very often because they tend to leave their possessions unattended at study desks. To mitigate the risk of theft, additional security cameras were installed and some of the existing cameras were repositioned to cover high-risk areas.

Vandalism was more visible during 2015. In the APK Campus Library a book was thrown from Level 6 to Level 1. It landed on a student's laptop computer, which was severely damaged. The library was held liable for the replacement of the laptop. The possibility of installing a safety net above the study desks on Level 1 is being investigated.

The Soweto Campus Library was flooded. A student opened all the taps in the bathrooms on the first floor of the library just before closing time. The incident highlighted the need for additional security measures at closing time.

### 1.2.4 Financial Risks

The weakening exchange rate eroded the library's buying power with the result that collections cannot be developed according to global standards. The library made a submission to the UJ Management Executive Committee, pointing out the risk of inadequate access to high quality research and academic information for the GES strategy. In response to the submission, the Information Budget was increased to compensate for the devaluation of the Rand. However, it will be difficult for the University to sustain the level of expenditure should there be any further decline in the value of the Rand.

## 1.3 STRATEGIC FOCUS AND TARGETS

The UJ Library firmly supported the UJ strategic goal of **Global Excellence and Stature (GES)** and took special note of the thrust to achieve **Excellence in Research and Innovation** and the thrust to provide an **Enriching Student-Friendly Learning and Living Experience**.

The Library developed a strategy in support of these two thrusts, which was based on the following three focus areas:

- Developing the best possible learning spaces for undergraduate students (Learning Commons) as well as dedicated spaces for postgraduates and researchers (Research Commons). The UJ Library is unique in the way it is developing its spaces because the Research Commons is not limited to one library only as is the case with other academic libraries. Each of the four campus libraries in the UJ Library system boasts its own Research Commons and Learning Commons.
- Supporting teaching learning and research by redesigning and streamlining the services offered to undergraduates, postgraduates and researchers.
- Adopting the following two strategies to grow its electronic collections and especially its eBook collection, to meet the growing need for seamless, 24/7 access to information:
  - Giving preference to buying information in electronic format.
  - Digitising the research material in our special collections and making the UJ research output available in our institutional repository.

### 1.3.1 Renovation of library spaces

Turnkey Interiors was contracted early in 2015 to plan and deliver the completed interior design by 1 June 2016. Work started in all the campus libraries during October focusing on areas where the work was not likely to impact on the students who were preparing for examinations. The library spaces were closed on 4 December to allow the contractor to start work on the entrances and circulation desk areas of all the campus libraries. Limited circulation services were available to researchers, but the access to the electronic collection was not affected in any way. The library will reopen on 24 January 2016.

### 1.3.2 Teaching and Learning Support

#### a) Year Seminar (FYS) and Undergraduate Training

The library was part of the university-wide programme to welcome the First Year students. The Information Librarians and the Faculty Librarians conducted a total

of 34 FYS sessions across faculties, using the Library FYS video. The video was subsequently uploaded to YouTube and the Library Website to allow students to continue to view it as and when they needed to.

The orientation sessions offered as part of the FYS programme were followed by more in- depth information literacy training. The demand for the training increased during the year to a level where it was difficult to meet the demand. In response to this situation, two strategies were developed and implemented:

- Standardised Library Information Literacy modules were developed. The modules covered the most important aspects of using the library. They included interactive features to allow students the option to either watch a YouTube clip on a specific aspect or to read about it.
- The number of online faculty specific subject guides (LibGuides) was increased to 46 during 2015.

#### b) Tutors in the Library

The Library once again appointed 13 library tutors to help students with their general library and information queries. The faculties also appointed 26 tutors to support students with faculty specific queries as well as library related queries.

### 1.3.3 Technology support for Teaching and Learning

The Library is constantly working on finding and using technologies that will streamline the services offered to clients. During 2015 three important developments took place:

- Mobile power units for charging handheld devices were made available through the circulation system. Clients were able to borrow these units for a 2-hour period to charge their phones and tablets on the go.
- Automated time management systems were tested in the Learning Commons and the Research Commons to regulate the time spent at the PCs by individual students. The software will be fully implemented in 2016.
- On request from the Faculty of Law, a specialised Book-to-File scanner was bought and installed in the Law section of the APK Campus Library. This was a special project approved by the Vice-Chancellor.

Each of the four campus libraries in the UJ Library system boasts its own Research Commons and Learning Commons.

### 1.3.4 Research Support

The Library is committed to improving the support offered to postgraduate students and researchers. During 2015 good progress was made in this regard:

- The Research Commons in all the campus libraries became operational.
- A Faculty Librarian: Research was appointed during the second half of 2015. The role of this Faculty Librarian is to coordinate library research support activities in all the Research Commons.
- A total of 15 training and workshop sessions around topics of interest to researchers were presented in the Research Commons in partnership with the Postgraduate Centre.
- The Inter Library Lending service was refined to enable researchers to submit requests electronically.
- The Special Collections succeeded in obtaining important material for researchers:
  - A variety of scarce and unique books, focusing on mining on the Witwatersrand and business in Johannesburg.
  - The Amina Cachalia collection of the activities of a female activist, representing the South African Indian community during the Struggle period in the '70s.
  - The Community Agency for Social Enquiry (CASE) archives, describing social projects co-ordinated by this community-based organisation since 2001.
  - The Herman Charles Bosman research material used by Val Rosenberg for writing Bosman's biography and a copy of *The Rooinek* (a limited edition by Bosman, illustrated by Cecil Skotnes).

### 1.3.5 Building the Digital Library Collection

The development of a strong collection of digital information sources was one of the items on the UJ Institutional Scorecard. The target for 2015 was to grow the digital collection to 27% of the total collection from a baseline of 22%. The target was exceeded by 3% and 32% of the collection was in digital format at the end of 2015.

The UJ Library Technical Services initiated an online expo of electronic books available for purchase in September 2014. It was very successful and made it easy for academic staff to select items for the collection from their office or home. The second, very successful online eBook expo was held at the end of May 2015. In addition, an online expo for print material was held during August and it established the UJ Library as the leader in this area.

### 1.3.6 Statistical Snapshot

The compilation and analysis of library statistics was done to:

- Describe and monitor the collections and use of services in the library.
- Determine trends and development areas through analysis of the statistics.
- Demonstrate the impact of the library services on the University.

#### a) Collection Development

The focus for the development of the collection was on growing the electronic collections in support of the University's strategic thrust to increase teaching and learning with technology. The growth of the collections is reflected in Table 1.

Table 1: Growth Trends of the Print and Electronic Collections

Item	2014	2015	Trend	
Book volumes	578 613	588 211	+1.6%	↑
Print journals	7 167	7 104	-0.8%	↓
Individual eJournals	1 026	1 135	+10.6%	↑
eJournal titles in databases	97 222	105 264	+8%	↑
Individual eBook titles	12 750	22 796	+78%	↑
eBook titles on subscription	126 525	151 258	+19.5%	↑
Databases	200	214	7%	↑

#### b) Use of the Library Spaces and Services

The UJ Library tracked both the physical and virtual use of its facilities and services and is proud of the fact that both types of use is substantial. This meant that the library met the needs of its clients in a variety of ways. It also showed that the full range of our facilities and collections were relevant to our clients.

Table 2: Use of the Library

Item	2014	2015	Trend	
Gate count (physical library visits)	3 956 319	4 459 336	+13%	↑
Virtual visits (incl. mobile & tablet visits)	1 243 128	1 365 402	+10%	↑
Mobile & tablet visits	54 660	75 399	+38%	↑
Books used	973 730	1 102 159	+13%	↑
Inter library loans	9 749	10 884	+12%	↑
Inter campus loans	1 180	1 449	+23%	↑
Database searches	4 864 500	5 643 611	+16%	↑
Reference consultations	48 865	44 907	-8%	↓
Library training attendees	26 991	32 098	+19%	↑

## 1.4 EMPLOYEE PROFILE

The UJ Library has 146 permanent positions and 1 contract position. On 31 December 2015, 140 of these positions were filled while there were 7 vacancies.

The majority (54%) of permanent staff positions (all campus libraries) were between the Peromnes Levels 11 and 8.

During 2015, 25 appointments were made of which 24 were from the designated groups. 76% of the permanent staff were from the designated groups and 61% were female. See Table 3 and Table 4 for detail.

Table 3: Equity Profile – Race

Category	2013		2014		2015		Trend
		%		%		%	
African	85	64%	91	67%	95	68%	↑
Coloured	7	5%	6	4%	7	5%	↑
Indian	4	3%	4	3%	4	3%	→
White	36	27%	34	25%	34	24%	↓
Total	132	100%	135	100%	140	100%	

Table 4: Equity Profile – Gender

Gender	2013		2014		2015		Trend
	Number	%	Number	%	Number	%	
Female	85	64%	86	64%	85	61%	↑
Male	47	36%	49	36%	55	39%	
Total	132	100%	135	100%	140	100%	

### 1.4.1 Structure Review

The Library structure was reviewed during 2015 to ensure that it is aligned with the e-first strategy as well as the increased focus on research support. The process followed included desktop research, benchmarking with six South African academic libraries of high standing and consultation with library staff, academic staff and union representatives. The process indicated that the following aspects of the structure needed attention:

- The UJ Library was conservatively staffed in terms of headcount in comparison to other South African academic libraries, including the University of Pretoria Library, the University of the Witwatersrand Library and the University of Stellenbosch Library.

- The ratio of professional: non-professional staff in the UJ Library was skewed. The focus should be on increasing professional positions and decreasing non-professional positions.
- The matrix reporting line system should be eliminated because it created role confusion as well as too many reporting lines.
- The Library was too dependent on the events programme for branding and marketing. It should be extended to a full public relations and marketing function.



- The #FeesMustFall protest action in November 2015 highlighted the vulnerability of the library in general but specifically during the late afternoon and evening shift (16:00-22:00). There was an urgent need to create a position for an Evening Manager to take responsibility for all libraries during the evening opening hours.
- The proposed structure was finalised and the process of approval will commence early in 2016.

## 1.5 COMMUNITY SERVICE, STAKEHOLDER MANAGEMENT AND REPUTATION MANAGEMENT

The UJ Library was strongly focused on providing a stimulating environment for debate and engagement with topical issues to both students and staff. The Library's events and seminar programme was grounded in the belief that the library was the ideal environment for students to become familiar with the issues and challenges facing society and at the same time to get the opportunity to engage with some of the best authors, community leaders and opinion formers of our day. All library events and seminars were presented in partnership with faculties or support departments within UJ. Apart from the evening events organised by the relevant staff based on the APK Campus, all the campus libraries provided extension activities, which ranged from book discussions to movie nights. The 2015 programme consisted of:

- A series of six public dialogue sessions in partnership with The Citizen newspaper. The invitees to these discussions included current and potential readers of the newspaper in the UJ community, as well as members of the general public.
- Book discussions. Twenty-two such discussions were hosted during the year.
- Public lectures. Sixteen public lectures took place in the library.
- Movie screenings. Thirteen movies were screened in the campus libraries.
- Unique events such as the Edible Book Festival and a Poetry Workshop.
- The library also took responsibility for the UJ celebration of Women's Day and a UJ Men's event in October, in support of the national Movember initiative.

## 1.6 RESOURCE MANAGEMENT AND SUSTAINABILITY

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

A series of internal audits was performed on the financial management of the Information Budget and it was found that all processes were compliant with UJ rules and regulations.

## 1.7 LEADERSHIP

The UJ Library maintained its position as leader in the area of library systems and the use of technology during 2015. The acquisition and implementation of the VITAL software to bring the Institutional Repository, previous examination papers and the special collections together as UJContent, was a brave step which acknowledged the new worldwide trend in ensuring the sustainability of open access databases. Other important technology initiatives were the installation of time management software in the Learning Commons and the Research Commons and the availability of the mobile power units for handheld devices.

The Technical Services Department extended the online expo to include print books and received acclaim from the book vendors for this initiative.

The UJ Library established itself as a leader on making eBooks and other electronic material available through the library catalogue. Claudia Reynolds, one of our cataloguers, is one of only three South African experts on RDA (Resources Description and Access). She is a member of the RDA-SA Steering Committee tasked with training South African cataloguers on using this new international standard for bibliographic description.

The Library's events and seminar programme is also unique among South African libraries. Other South African academic libraries are most interested in the way it strengthens ties with the faculties and other support units within the University. It is definitely an innovative and fun way of supporting teaching and learning as well as research at the University.

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

## 1.8 CONCLUSION AND WAY FORWARD

2015 was a year with many highlights and triumphs for the library but also with a few worrying emerging risks and service delivery restraints. The library is proud of its ability to support the UJ Global Excellence and Stature (GES) strategic thrust and will continue to support it in the following way:

- Continuing to move forward along the path of becoming the best academic library in South Africa with the biggest eBook collection in Africa.
- Finalising the renovation of library spaces.
- Further developing services to support research at the University.
- Continuing to develop library systems and services to function on global standards of efficiency.
- Contributing to a positive student experience through the library training programme as well as the events and seminar series.
- Implementing the reviewed library structure
- Continuing staff development to ensure good service
- Implementing strategies to improve the circulation of the print book collection

## 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 format, excellent client service and an innovative engagement with providing 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

The UJ Library is responsible for academic information support to all students, lecturing staff and researchers. To fulfil this mandate the Library offers the following services to all its clients:

- Access to academically sound information in print and electronic format, 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, group study areas, Reading Corners, 24-hour study space, meeting rooms and tutor rooms.
- Extensive Wi-Fi coverage in all campus libraries.
- 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.
- Events such as book launches offering opportunities for students and staff to extend their involvement in academic discussions and debates.

The work of the Library is divided into two main sections:

**a) Decentralised client facing services.** The services, offered in five libraries on the four UJ campuses, include circulation of library material, information services and information skills training, inter library loans, inter campus loans and access to the Special Collections.

**b) Centralised technical and support functions.** These functions are situated on the Auckland Park Kingsway Campus on the Library tower block, next to the Campus Library. The central and support functions include the acquisition of library material, information technology and library systems support, human resources management, financial management, web page management, marketing and events management, and the Bindery.

### 2.2 GOVERNANCE

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

There are two levels of management in the Library:

**a) The Management Committee.** The committee consists of the Executive Director, two Directors, Manager Operations and Quality Assurance, Manager Technical Services, Manager Library Systems and IT, Coordinator Special Projects, and the Campus Librarians.

**During 2015 the Committee met every second week.**

**b) The Consultative Strategy Group.** The group consists of the Management Committee plus all Team Leaders and specialist staff working across campuses (Web Services, Information Skilling, Copyright, Institutional Repository, Electronic Resources and Special Collections). The group met once a quarter.

#### 2.2.1 Library Management Structure

##### a) Directorate

- Dr Rookaya Bawa, Executive Director.
- Dr Anette Janse van Vuren, Director Shared and Support Services (retired 31 December 2015).
- Ms Nomoya Mahlangu, Director Client Services.

##### b) Campus Librarians

- Ms Santha Geduld, Auckland Park Kingsway Campus Library.
- Mr Kenneth Chinyama, Doornfontein Campus Library.
- Ms Moipone Qhomane-Goliath, Soweto Campus Library.
- Ms Annelize Scholtz, Auckland Park Bunting Road Campus Library.

##### c) Managers

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

## 2.2.2 Advisory Committees

### a) Library Advisory Committee

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

### Committee Members

#### Chairperson

Dr Rookaya Bawa, Executive Director, UJ Library

#### Faculty Representatives

- Dr Catherine Botha, Faculty of Humanities
- Dr Stephen Ekolu, Faculty of Engineering and the Built Environment
- Prof Shahed Nalla, Faculty of Health Sciences
- Prof Jan Neels, Faculty of Law
- Mr Neil Oberholzer Faculty of Economic and Financial Sciences
- Ms D Rabaitse, Faculty of Education
- Prof Gert Roodt, Faculty of Management
- Prof Jean Sonnekus, Faculty of Law
- Prof Karen von Veh, Faculty of Art Design and Architecture
- Prof Ina Wagenaar, Faculty of Science

#### Library Representatives

The UJ Library was represented by the Management Committee as well as the Faculty Librarians.

### b) Special Collections Advisory Committee

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

### Committee Members

#### Chairperson

Dr Rookaya Bawa, Executive Director, UJ Library

#### Community Representatives

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

#### Library Representatives

- Dr Anette Janse van Vuren, Director Shared and Support Services
- Ms Nomoya Mahlangu, Director Client Services
- Ms Riëtte Zaaiman, Manager Archives and Special Collections

## 2.3 RISK MANAGEMENT

The UJ Library management was well aware that they were accountable for identifying and managing the risks related to providing a sustainable library and information service to the UJ community, in support of teaching, learning and research.

During 2015 risks for the Library were related to:

- Maintenance of buildings.
- Safety and security of library clients and their property, as well as University assets in the Library.
- The weakening exchange rate impacted negatively on the development of library collections.

The risks related to maintenance and safety and security were exacerbated by the fact that the library spaces were very well used and were constantly overcrowded. The record number of visitors for a single day in the busiest library, the APK Campus Library, during 2015 was 17 819 on 2 March. This is slightly less than the record for 2014; however, an overview of the highest gate statistics for this library over the last four years illustrates the increased use of the library since 2012:

- 2014: 18 328 on 7 October.
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In the APB Campus Library a stampede was narrowly avoided during the May/June examinations. Protection Services had to intervene when 160 students competed for the 100 seats available in the 24-hour study area. To mitigate the risk of a stampede, overflow study areas in lecture halls were made available on short notice for the duration of the examination period.

The DFC Campus Library showed the most marked increase in the demand for seating space and services. In response to this the seating capacity was increased to 683 by the addition of 100 study seats. The gate statistics for this library increased by 21% from 2014 to 2015, and the library for the first time recorded more than one million visits for a year (1 135 516 visits). The increase placed pressure on both the facilities and the services offered.

Specific risks and mitigating strategies are discussed below.

### 2.3.1 Maintenance

#### a) Water Leaks

The roof of the APK Library has been leaking since 2014, posing a serious risk for the Law Collection on Level 6 of the Library and the journal collection on Level 2 (north wing). As it happened, the Level 2 ceiling collapsed during a storm early in December. Fortunately the area was already cleared for the renovations project and the journal collection was not damaged.

During 2015 the problem with water leaks extended to the bathrooms on Level 6 as well. Waterproofing was completed in this area, which has stopped the leaking when it rained. During the waterproofing project, it was discovered that part of the leaking was caused by low water pressure, due to the fact that the water supply for the toilets was linked to that of the fire hoses. The matter was reported to both Maintenance and Occupational Safety and the problem was resolved.

Risk is defined as any internal or external event that might prevent or hamper the Library to achieve its strategy, policy or operational goals.



APK: Collapsed ceiling level 2

#### b) Pressure on Bathrooms

The high number of clients visiting the libraries caused problems with toilets often being blocked. The leaks in the toilets on Level 6 in the APK Library also led to damage to floors and ceilings on the lower levels because the water flowed down to the lower level bathrooms. The Level 6 bathrooms were upgraded during 2015 and it was agreed that the revamped space will be used as an example for Central Technical Services to complete the remaining bathrooms in 2016.

In the APB Campus Library additional toilets were installed in the 24-hour study area.



### 2.3.2 Occupational Safety and Security

The UJ Library seriously engaged with Health and Safety regulations because of the very real risks posed by the overcrowding of the libraries. During February 2015 evacuation drills took place in all the campus libraries. The drills served to highlight problematic aspects of evacuation such as:

- Delays in responding to alarms.
- The tension between compliance with Health and Safety regulations and safeguarding University property and assets.
- Public address systems that were not functioning well, causing breakdowns in communication.
- Bottlenecks at the available emergency exits.

These problems were noted and various mitigating strategies were put in place. Also, it was noted that the drills themselves caused risks for the libraries and it was decided not to have drills during the busiest months of the year.

The tension between Health and Safety on the one hand and security on the other hand was very evident in the Special Collections in the Doornfontein Campus Library. There is only one emergency exit and it has been marked as such and fitted with a regulation push bar to open it in case of an emergency. However, the door can be opened with ease by staff or students without anyone noticing, posing a risk to the very valuable items in the Special Collections. An alarm was connected to the door to alert staff when it is opened but the residual risk is still unacceptably high.

### 2.3.3 Protest Action

#### a) Evacuations and Crowd Management

The evacuation drills stood the library in good stead during the #FeesMustFall campaign in October and November 2015. Protesters more often than not gathered directly in front of the APK Campus Library and on occasion demanded entry into the library. Whenever this happened, the library was placed on immediate lockdown to ensure the safety of staff and students. Part of the lockdown process was to gradually evacuate the library because students became restless if they were not allowed to leave the library during the protest action. A stop and go process was used to prevent bottlenecks at the emergency exits. Nobody was allowed to enter the library during the lockdown periods. Staff became adept in handling the evacuations but they often pointed out the risk of a stampede should any one of the students panic and start pushing to get out.

Although the lockdown and evacuation process was effective, the library was still vulnerable because of the big front windows through which stones could be thrown. This posed a danger of damage to the library and even injuries to staff and students alike. To mitigate the risk, additional security guards were deployed inside and outside the library to assist library staff with crowd management during demonstrations and evacuations.

The library was on high alert for possible vandalism, especially during the evening hours. On two separate occasions firecrackers were thrown in the library causing panic among students. Once, the fire alarm was activated, which caused chaos and confusion among staff and students.

#### b) Cleaning

Cleaning staff were on strike from 2 to 23 November. The libraries were heavily used during this time because of examinations. The lack of cleaning of especially the toilets posed a health risk and library staff stepped into the breach. They cleaned toilets and restocked bathrooms with toilet paper more than once a day. Garbage bins were emptied and study areas cleaned without any protest. UJ Library staff really demonstrated the truth of the statement by Timothy Healy!



Evacuating the APK Campus Library during protest action



Protesters at the main entrance of the APK Campus Library

### 2.3.4 Theft and Vandalism

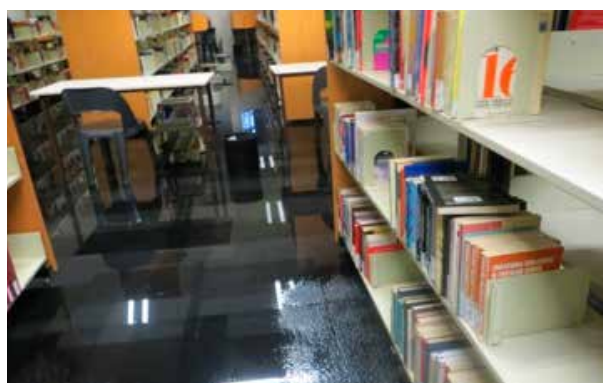
Theft remained a risk for the library. Early in the year an iPad and a Dell CPU were stolen from the library despite the security measures that were in place. Students also lost possessions during the year, very often because they tend to leave their possessions unattended at study desks. To mitigate the risk of theft, additional security cameras were installed and some of the existing cameras were repositioned to cover high-risk areas.

Vandalism was more visible during 2015. In the APK Campus Library a book was thrown from Level 6 to Level 1. It landed on a student's laptop computer which was severely damaged. The library was held liable for the replacement of the laptop. The possibility of installing a safety net above the study desks on Level 1 is being investigated.

The Soweto Campus Library was flooded. A student opened all the taps in the bathrooms on the first floor of the library just before closing time. The incident highlighted the need for additional security measures at closing time.

### 2.3.5 Financial Risks

The weakening exchange rate eroded the library's buying power with the result that collections cannot be developed according to global standards. The Library made a submission to the UJ Management Executive Committee, pointing out the risk of inadequate access to high quality research and academic information for the GES strategy. In response to the submission, the Information Budget was increased to compensate for the devaluation of the Rand. However, it will be difficult for the University to sustain the level of expenditure should there be any further decline in the value of the Rand.



Flooding in the Soweto Campus Library

## 3 STRATEGIC FOCUS AND TARGETS

### 3.1 INTRODUCTION

The UJ Library firmly supported the UJ strategic goal of **Global Excellence and Stature (GES)** and took special note of the thrust to achieve **Excellence in Research and Innovation** and the thrust to provide an **Enriching Student-Friendly Learning and Living Experience**.

The Library developed a strategy in support of these two thrusts, which was based on the following three focus areas:

a) Developing the best possible learning spaces for undergraduate students (Learning Commons) as well as dedicated spaces for postgraduates and researchers (Research Commons). The UJ Library is unique in the way it is developing its spaces because the Research Commons is not limited to one library only as is the case with other academic libraries. Each of the four campus libraries in the UJ Library system boasts its own Research Commons and Learning Commons.

The need for the development of library spaces is one of the trends identified by the American Library Association Centre for the Future of Libraries<sup>1</sup>. This trend has its roots in the academic library's understanding of the fact that it should support both the need for informal learning and the need for active, group supported learning.

For the former, libraries – the UJ Library included – are developing Makerspaces. The UJ Library Makerspace is being constructed in the DFC Campus Library. For the latter provision was made for group learning areas in all the campus libraries.

**Makerspaces** – sometimes called hackerspaces – can be any area where people gather to make and create. These spaces often include 3D printers, but do not necessarily have to. In makerspaces, people share supplies, skills, and ideas, and often work together on projects.

<sup>1</sup>Figuroa, M. 2015. Forecasting the Future of Libraries. American Libraries. Available at <http://americanlibrariesmagazine.org/2015/02/26/forecasting-the-future-of-libraries-2015/>

The most important asset of any library goes home at night - the library staff.

b) Supporting teaching learning and research by redesigning and streamlining the services offered to undergraduates, postgraduates and researchers.

c) Adopting the following two strategies to grow its electronic collections and especially its eBook collection to meet the growing need for seamless, 24/7 access to information:

- Giving preference to buying information in electronic format.
- Digitising the research material in our special collections and making the UJ research output available in our institutional repository.

Specific targets and activities are discussed below.

### 3.2 RENOVATION OF LIBRARY SPACES

The UJ Library embarked on a process to consolidate, renovate and upgrade spaces in all the campus libraries in 2012. During 2013, the conceptualising and the planning were done and the drive to secure funding was initiated. Funding was secured during 2014. The first phase of the renovations commenced with the demarcation of space for the following facilities in all the campus libraries:

- Research Commons
- Learning Commons
- Reading Corner
- Tutor Rooms
- Auditorium
- Meeting Rooms
- 24-hour study area
- Group study area
- Dedicated spaces for people with disabilities.
- Coffee shop



Learning Commons APK Campus Library



Entrance and circulation desk areas for the APK, DFC and APB Campus libraries



Group study area DFC Campus Library



This was followed by the construction of 22 tutor venues and 7 meeting rooms across the four campus libraries. The second phase commenced early in 2015 when Turnkey Interiors was contracted to plan and deliver the completed interior design by 1 June 2016. On this page are some of the images of how the spaces will look on completion.

The renovation work started in October 2015 and the libraries had to do a lot of preparation before the work could commence. Collections and shelves were moved out of the way to allow for carpeting and the reconfiguring of the spaces.



24-hour study area and space for people with disabilities in the APB Campus Library



Research Commons, APK Campus Library



Coffee shop, DFC Campus Library



Books removed from shelves in the APK Campus Library.



Books removed from shelves in the APB Campus Library.



In the APB Campus Library a project to replace the HVAC system had to be completed before the renovations could start.

In the FADA library, the renovations did not include any alterations to the physical space. The main project, which has been completed successfully, was to rearrange the shelves in the library to create more open space for seating and at the same time giving the library a less crowded appearance.

The FADA Library's new, uncluttered look (below)



Replacing the HVAC system in the APB Campus Library



### 3.3 TEACHING AND LEARNING SUPPORT

#### 3.3.1 Participation in the First Year Seminar (FYS) programme

The Library was part of the university-wide programme to welcome the First Year students. The orientation video developed towards the end of 2014 was used for the first time during this period. The Information Librarians and the Faculty Librarians conducted a total of 34 FYS sessions across faculties, using the Library FYS video. The video presentations were well received by students and library staff attested to the fact that it made the participation in the FYS programme much more manageable.

The video was subsequently uploaded to YouTube and the Library Website to allow students to continue to view it as and when they needed to. To adapt it to these environments, the video was cut into 5 shorter useful tutorials illustrating library services, facilities and resources as part of the Information Literacy syllabus. The total usage statistics of the video clips on YouTube was 1 691 views during 2015. To further support new students, the Library has presence in the UJ First Year Experience Community on Blackboard. This is a quick referral link for lecturers to use in class to direct students to the various UJ core services.

#### 3.3.2 Undergraduate Trainings

The orientation sessions offered as part of the FYS programme were followed by more in-depth information literacy training. The demand for the training increased over the years to a level where it was difficult to meet the demand. In response to this situation, two strategies were developed and implemented:

- Standardised Library Information Literacy modules were developed. The modules covered the most

important aspects of using the library. It included interactive features to allow students the option to either watch a YouTube clip on a specific aspect or to read about it. The training was offered across campuses on a daily basis. The sessions were scheduled in advance and advertised on ULink to allow students to plan their attendance. A total of 105 sessions were scheduled and about 1 700 students received the training across campuses. The positive aspect of the scheduled trainings was that students attended them as and when they experienced the need for more guidance on using the library.

For this training intervention to reach students on a larger scale, the library would like the modules presented as part of the faculties' credit bearing modules in 2017. It is evident that there is an appetite for the training as the number of students reached grew by 77% over a 3-year period from 2013-2015.

- The number of online faculty specific subject guides (LibGuides) was increased to 46 during 2015. These guides combine the advantages of wikis, blogs and social networking in one package. There are general, information literacy related topics available but most of the LibGuides deal with specific, subject related information sources and many of them were created to support specific courses. Students can access the guides from anywhere, on or off campus.



Undergraduate students attending scheduled training



Students attending First Year library orientation

### 3.3.3 Tutors in the Library

As part of the library's role in the University's Global Excellence and Stature programme, the library once again appointed 13 library tutors to help students with their general library and information queries. The faculties also appointed 26 tutors to support students with faculty specific queries as well as library related

queries. Thus the students were supported by 39 tutors in the library during 2015. All tutors received training on how the library works during two customised training sessions conducted by the library in partnership with the Tutor Development Unit.



Tutors receiving training in the library



A tutor assisting a student in the APK Library Learning Commons

It is evident that there is an appetite for the training as the number of students reached grew by 77% over a 3-year period from 2013-2015

The presence of tutors in the library was invaluable because it allowed the Faculty Librarians to focus on the postgraduate students, while the tutors assisted in providing information assistance to the undergraduate students. The tutors provided academic support more especially in assignment writing, searching for academic resources, and also basic training on connecting devices to Wi-Fi, navigating the library website and getting appropriate resources for academic projects.

### 3.3.4 Assignment Support through Course Reserves

As part of its support for Teaching and Learning, the library ensured that all prescribed textbooks were available on the library's Course Reserve Shelves. A project was undertaken in 2015 to ensure that all campus libraries have sufficient prescribed textbooks. A concerted effort was also made to upload the electronic reading material that lecturers recommended onto the library's Electronic Reserve shelf. These efforts yielded positive results as students' access to the electronic course reserves increased by 97% in 2015 (from 5 657 in 2014 to 11 170 in 2015). This increase indicated a need for this service and attested to the library's success in fulfilling it.

### 3.3.5 Technology support for Teaching and Learning

#### a) Automating the downloading of student records into the library management system (Sierra)

During 2015 a project was registered with the UJ Information and Communication Systems (ICS) Department to automate the following processes in the interest of a seamless service to students and staff:

- Loading and updating student records on Sierra on a daily basis during registration periods. If a student's record is not on the library system, they cannot use any of the library services, nor access electronic resources.
- Blocking students who owed the library R100 or more in fines, to access their results and to register.

The project involved the implementation of the Patron Update Web Service API<sup>1</sup>. The API allows the student records on the ITS system to be synchronised to the Sierra system in real time, i.e. transfer new patron records and update existing patron records automatically. Final testing was conducted towards the end of 2015 and the API will be fully functional between the two systems when registration starts in 2016.

#### b) Mobile power units for handheld devices

At the beginning of 2015, Library IT introduced a lending service for Mobile Power Units as a pilot project in the APK Campus Library, in collaboration with the circulation desk staff. This service aimed to improve students' online presence by having their hand held devices charged while they were on the move.

The pilot project was very successful with a significant uptake from the student community. The 36 battery units used during the pilot project were borrowed 5 693 times over the pilot period of six months (from February to July). None of the units was lost, damaged or stolen. Subsequently, the service was rolled out to all five libraries and 108 battery units were made available

across campuses. The units were borrowed 19 103 times up to the end of November 2015.

The loan period was the same as for Reserved Shelf books (2 hours). If it was not returned in time, a fine – also the same as for Reserved Shelf books – was incurred. If lost, a replacement cost would have to be paid. As far as can be established, UJ Library was the first in SA to offer such a service to its clients.

Charging time varies from model and make, e.g. it takes ± 40 minutes for an iPhone to be fully charged.

#### c) Automated Time Management System (TMS) for Student PCs in the Learning Commons and Research Commons

The Library's philosophy is to respect each person's right to access information. Access to Facebook, YouTube and the like is therefore allowed on the students' PCs in the Learning Commons as well as the Research Commons. As a consequence, the Library PCs always were in high demand. Students frequently occupied the computers for extensive periods at a time. Not only did this result in long queues of students waiting for a turn to use the computers, it also caused frustration, which often led to outbursts, verbal abuse and/or physical violence directed to both Library Staff and fellow students.

In order to give everyone a fair time at a PC, the concept of time management was introduced. The time students spent on the PCs is regulated, rather than what they can and can't do/see on the PCs. After a thorough investigation in 2012, LibData was chosen as the time management system best suited to the Library's need. This product was rolled out early in 2013 to all Learning Commons, with "One-Time Passwords" as modus operandi. The process was semi-automatic and required a full-time staff member to manage each of these environments, having to print "one-time-tickets" for each and every student that wanted to use the PCs. However, the LibData time management system has the capabilities of interfacing with the Sierra library system, and during 2015 such integration was investigated, developed, configured and tested in a developing environment. It was a real challenge to get all three components/environments to integrate and work together seamlessly, i.e. the LibData System, UJ's Proximity Card System and Sierra's Client database.

All is now set to run a live pilot project at one of the eight Learning Commons and Research Commons venues. If proven successful – provided that the necessary budget is available – the TMS can be automated across UJ Libraries. This will eventually limit the use of "One-Time Passwords" to non-UJ Students (e.g. day visitors, friend of the Library, etc.) and allow UJ Students to sign up and be queued automatically in order to have a 45-minute session at a workstation.

LCD 55" Display monitors and IMPRO Proximity Readers will be required at each of the Learning Commons and Research Commons client queuing stations. These large monitors will be used to display student names after they have signed up to use a PC by swiping their Student card. Proximity readers are used to scan client card "P\_Barcodes" in order to have them authenticated against the client database of the Sierra library system. Only registered UJ students (and UJ staff) will therefore be able to use the PCs.

A client's position in the queue will be displayed as well as the estimated waiting time. The client's name will flash red when it is his/her turn to go and login to a PC. Time allowed at a PC can be specified, e.g. 45 minutes

<sup>1</sup>Application Program Interface



at the Learning Commons and 120 minutes at the Research Commons.

UJ Library will be the first South African academic library to have developed and implemented such a time management system for its student PCs usage.

#### **d) Specialised Book-to-File Scanner**

On request from the Faculty of Law, a specialised Book-to-File scanner was bought and installed in the Law section of the APK Campus Library. This was a special project approved by the Vice-Chancellor.

Some of the unique features of the service include:

- No scanning cost involved for the end user.
- No need to turn the pages of a book while scanning. This prevents damage to the book and considerably speeds up the scanning process.
- Extremely suitable for thick bound volumes because it eliminates black areas towards the middle of pages. Current flatbed scanners are not able to do so.
- Intelligent software corrects scanning imperfections.
- Easy and intuitive user interface enables unskilled users to create excellent scans.
- Direct scanning to a USB device is possible. There is also an option to scan to a local printer.
- Environment friendly – low energy consumption with savings of up to 60% in comparison to a normal flatbed copier.
- Copyright protection is ensured by the automated copyright and watermark application.
- Optical Character Recognition (OCR) generates searchable PDF as well as process able Word documents.

### **3.3.6 Library web page**

The site gives access to the electronic collections (databases and eBooks) as well as to information about all the services offered by the Library. During 2015, the Library website was enhanced by the following:

- The database page was made more user-friendly by the development of a new database filter which displays subjects and alphabetical titles clearly and makes it easy to find relevant databases.
- A research support sub site, where researchers can find a summary of useful information and links.
- A Bindery page with examples, price list and details.
- A new Special Collections sub site, including a new online exhibition area, starting with an online exhibition of the history of Gold Mining in South Africa.
- An Open Access page with information about open access and useful links.

### **3.3.7 Bindery**

The UJ Library Bindery is one of the few remaining facilities at academic institutions where craft binding is done. In addition to binding library material, the Bindery offers a fee based service to students, Faculties and academic departments as well as external clients.

During 2015 the Bindery acquired two very important pieces of equipment:

- A digital foil printing machine
- A Unibind soft cover binding machine

The digital foil printing machine replaced the old hand lettering system. It is used for the lettering on the cover and spine of hard bound items such as quarter bound (item bound in two types of material e.g. the spine is covered in cloth while the sides are covered in hardboard) and full binding (a complete binding of a volume in any one material, generally leather or mock leather). The use of the machine made it possible for the turnaround time for the completion of hard binding to be reduced to five working days.

The soft binding machine allowed the Bindery to bind documents with a flexible paper cover and a clear plastic protector rather than a hard cover. This binding method is durable, much faster and inexpensive in comparison to hard binding.

The turnaround time for soft binding is one to two working days, which makes this type of binding ideal for items that needed to be bound urgently and which did not need a shelf life of more than five years.

The Bindery offers a fee based service to students, Faculties and academic departments as well as external clients.

## **3.4 RESEARCH SUPPORT**

### **3.4.1 Research Commons became operational**

The Research Commons in all the campus libraries became operational in 2015. They were managed by the Faculty Librarians. All the venues were furnished with high-end PCs and relevant research support tools and software such as Amos; Atlas Ti; SPSS; Write-N-Cite and Mathematica. Access to the Research Commons was controlled by dedicated staff to ensure that researchers and postgraduate students can work in peace and quiet in the libraries. In 2016 access control gates will be installed for all the Research Commons.

A Faculty Librarian: Research was appointed during the second half of 2015. The role of this Faculty Librarian is to coordinate library research support activities in all the Research Commons. The initial focus was on presenting research related training and workshops in collaboration with the UJ Postgraduate Centre.



A total of 15 training and workshop sessions with 312 attendees were presented in partnership with the Postgraduate Centre. The following were some of the workshops that were presented as part of the Research Commons activities:

- The most common errors made in academic writing by Prof Craig Mackenzie.
- Academic writing by Dr Pia Lamberti.
- Publishing scientific research by Aldo Rampioni and Liesbeth Mol.
- Knovel e-books by Elsevier.
- Author workshop on how to get your research published by Dr Luaine Bandounas

In addition, the Faculty Librarians presented scheduled postgraduate training sessions to equip postgraduate students and researchers with library research skills such as the following:

- Conducting literature reviews.
- Plagiarism, referencing and using Refworks.
- Awareness of previous research.
- Search strategies.
- How to use eBooks.

The postgraduate group training sessions had a positive impact on the students and the library staff in that the one-on-one training statistics went down in 2015. This was indicative of the fact that students were able to navigate library resources on their own, allowing the librarians time to focus on the more high-end information needs of researchers.

### 3.4.2 Research Portal

A research support sub site was created on the library web page, where researchers could find a summary of useful information and links. The site serves as a one-stop-shop where all research related information can be accessed and has specific links to the faculty and research LibGuides developed by the Faculty Librarians.

The LibGuides proved to be very popular with students and researchers and the usage statistics increased by 473% in comparison to 2014. The increase was from 22 913 in 2014 to 131 200 in 2015.

### 3.4.3 Information Services Enhancements

#### a) Interlending

In response to requests from researchers, the process of requesting Inter Library Loans was automated and users are now able to submit their requests to the Inter Library Loans department from their homes or their offices. The Inter Campus Loans service was automated as well and clients are now able to request books from any of the UJ campus libraries without having to visit the library. They have to visit their home library though to collect the book when it is delivered. This enhancement meant that the turnaround time for delivering inter campus loan requests was shortened substantially.

#### b) Book-a-Librarian Service

The Library introduced an online facility for students and staff to make an appointment with a Faculty Librarian or an Information Librarian. This online service is in line with the library's vision of going electronic and also eliminates queuing for information service support.

### 3.4.4 Making UJ research output available – from UJ Digispace to UJ Content

UJ Digispace, the UJ Institutional Repository was well established over the last five years. There were more than 13 000 items in the IR at the end of 2015. The majority of these items were theses and dissertations. The UJ Library received excellent co-operation from the Heads of Faculty Administration regarding the submission of theses and dissertations. 93% of the theses and dissertations completed in 2015 were submitted to the library. In addition, the digitisation of older theses and dissertations was completed during 2015.

Research output submitted to the IR increased with 3% in comparison to 2014. This was mainly as a result of the support of the Deans of the Faculty of Engineering and Built Environment and the Faculty of Humanities regarding the submission of research output by means of the OROSS software developed for this purpose.

During 2015 the decision was taken to migrate UJ Digispace from the DSpace software to a new consolidated software platform called VITAL. It has the same underlying IT infrastructure and repository architecture as the DSpace software. VITAL builds on this open source architecture to offer additional workflow extensions, management utilities, and specialised content displays. In addition, regular updates, including enhancements, are available for self-installation, backed up by Innovative Interfaces, Inc.

After the software was installed and configured on a local UJ Library server, in-house training was conducted by Heather Myers from Innovative Interfaces on 13 and 14 May 2015. Since UJ Library was the first site in South Africa that implemented VITAL, Heather who is Director, Portals and Platforms Development, conducted the training herself. She was also one of the original software programmers of VITAL.

By parting with DSpace, a fine piece of Open Source software – but with numerous hidden costs and inherent risks – UJ Library took a brave decision towards the future of Institutional Repositories and Content Management.

All indications are that many Higher Education Libraries in South Africa are to follow in UJ Library's footsteps soon, with the SEALS Consortium being the first.

The new facility will be known as UJContent and will eventually consist of three distinct e-Resource databases or three websites within the one system, namely:

- Research Output Site (Theses & Dissertations and Research Publications, i.e. the current UJ Digispace).
- Past Examination Papers Site.
- Special Collections Site.

These three websites can be searched either individually or simultaneously from the landing webpage, also called the "Global View" home page. UJContent will eventually also be searchable via UJGoogle.

During November 2015 the following existing UJDigispace e-Resources have been migrated to the newly acquired VITAL software platform (called UJContent):

- Theses & Dissertations and Research Publications
- University of Johannesburg Archives (now known as Special Collections)

### 3.4.5 Special Collections – a valuable resource for research

The Special Collections once again provided a stimulating and supportive environment for postgraduate research in 2015. Important additions to the collection were:

- A variety of scarce and unique books, focusing on mining and the mineworkers of the Witwatersrand and business in Johannesburg.
- The Amina Cachalia collection of the activities of a female activist, representing the South African Indian community during the Struggle period in the '70s.
- The Community Agency for Social Enquiry (CASE) archives, describing social projects co-ordinated by this community-based organisation since 2001. CASE strived to break the cycle of violence in communities by counselling, awareness-raising and the development of community members.
- The Herman Charles Bosman research material used by Val Rosenberg for writing Bosman's biography and a copy of *The Rooinek* (a limited edition by Bosman, illustrated by Cecil Skotnes) donated by the English Department for the purpose of literature studies.

The UJ Library was in competition with the Wits Library for the curatorship of both the Cachalia archives and the CASE archives. It was a measure of the commitment and expertise of our staff that both these collections were awarded to the UJ Library.

The Cachalia family donated Amina Cachalia's personal papers to the UJ Library Special Collections in January 2015. The donation was formally acknowledged at a function and exhibition of some of the papers in the collection, at the Special Collections department in the Doornfontein Campus Library on 10 September. The event was presented in partnership with the UJ



Prof Dhuphelia-Mesthrie



From the left: Dr Rookaya Bawa, Coco Cachalia, Ghaleb Cachalia and Lucky Ganzin

By parting with DSpace, a fine piece of Open Source software – but with numerous hidden costs and inherent risks – UJ Library took a brave decision towards the future of Institutional Repositories and Content Management. All indications are that many Higher Education Libraries in South Africa are to follow in UJ Library's footsteps soon, with the SEALS Consortium being the first.

Department of Historical Studies and Prof Natasha Erlank was the programme director.

The guest speaker was Prof Uma Dhuphelia-Mesthrie and her keynote address was titled *The Archival Footprint of Women and its Value for Research*. Her message was that women should be more aware of the value of their role in society and also realise that their personal papers and memories add value to our historical records.

Prof Dhuphelia-Mesthrie is professor at the University of the Western Cape and she is recognised as a leading scholar in the field of India-South Africa connected histories.

The Special Collections staff in collaboration with the library web page manager also mounted the first online exhibition of the unique collection of documents and books about the history of mining on the Witwatersrand. The exhibition is available at <http://www.uj.ac.za/library/informationresources/special-collections/Online-Exhibition/Pages/default.aspx>



# THE GOLDEN AGE OF MINING IN SOUTH AFRICA

A Virtual Exhibition of Rare Books  
available at UJ Special Collections  
Doornfontein Campus

The web page banner for the online exhibition

## 3.5 BUILDING THE DIGITAL LIBRARY COLLECTIONS

The development of a strong collection of digital information sources was one of the items on the UJ Institutional Scorecard. The target for 2015 was to grow the digital collection to 27% of the total collection from a baseline of 22%. The target was exceeded by 3% and 32% of the collection was in digital format at the end of 2015.

The UJ Library aims to develop the biggest eBook collection in Africa and during 2015 the eBook collection grew to 23% of the total book collection.

Table 5: Detail of the print and eCollection, December 2015

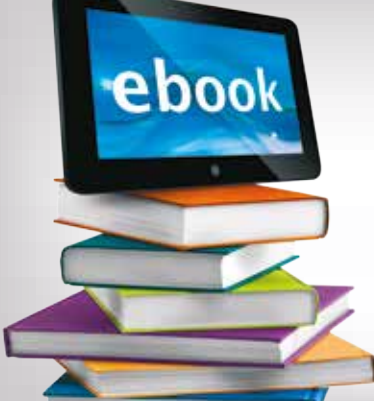
2015 Print Collection		2015 eCollection	
APB-Books	28 353	eBooks (Single titles)	22 796
APK-Books			
A4	345 198	eBooks (Titles part of collection)	151 258
DFC-Books	80 221	Journal titles with full text access on databases	105 264
FADA-Books	25 370	Current journal titles-electronic (individual titles)	1 135
SWC-Books	39 660		
Books Storage (on site)	13 829		
Books Storage (off site)	48 476		
Journals	7 104		
<b>Total Print Collection</b>	<b>588 211</b>	<b>Total eCollection</b>	<b>280 453</b>
<b>% Print Collection</b>	<b>68</b>	<b>% eCollection</b>	<b>32</b>

### 3.5.1 Online book expos – an innovative way to select books for buying

#### a) Online Expo for eBooks

The UJ Library Technical Services initiated an online expo of electronic books available for purchase in September 2014. It was very successful and made it easy for academic staff to select items for the collection from their office or home.

The second online eBook expo was held from 25 May to 8 June 2015. A total of 5 427 eBook titles were purchased to the value of R3 945 930-09. 19% of the amount allocated to faculties for books was spent during the eBook Expo, an increase of 16% when compared to the first online eBook Expo in 2014. The average cost of an eBook during the Expo was R727-00 – almost half the price of the average print book price of R1 200-00.



## UJ Library's Online/Virtual Exhibition

Browse through the latest e-books and e-book collections from the comfort of your office and select relevant material for the library's e-book collection. **Make use of this opportunity to ensure that your Faculty's information budget is spent.**

**Latest titles and collections available.**

**It is like online shopping!**

**25 May – 8 June 2015**

The web page banner for the eBook expo



Browse through the latest print books available from various publishers from the comfort of your office. Make use of this opportunity to select relevant titles for the library collection and ensure that your Faculty's budget is spent.

**Try shopping online for print books!**

**17 to 31 August 2015**

## UJ LIBRARY'S ONLINE **PRINT** BOOK EXPO

The web page banner for the print expo

### b) Online Expo for Print Books

As a result of the success with the online expo in 2014, it was decided to mount a similar expo for print books, rather than inviting vendors to exhibit their available titles during an expo week in the APK and DFC Campus Libraries, as happened in the past.

The first online print expo was held from 17 to 31 August 2015 with great success. A total of 2 105 print format titles (2 156 items) were purchased to the value of R3 346 620-00.

The UJ Library aims to develop the biggest eBook collection in Africa and during 2015 the eBook collection grew to 23% of the total book collection.



## 3.6 STATISTICAL REPORT

The compilation and analysis of library statistics was done to:

- Describe and monitor the collections and use of services in the library.
- Determine trends and development areas through analysis of the statistics.
- Demonstrate the impact of the library services on the University.

### 3.6.1 Use of the Libraries

The UJ Library tracked both the physical and virtual use of its facilities and services and is proud of the fact that both types of use were substantial. This meant that the Library met the needs of its clients in a variety of ways. It also showed that the full range of our facilities and collections were relevant to our clients.

#### a) Library Visits

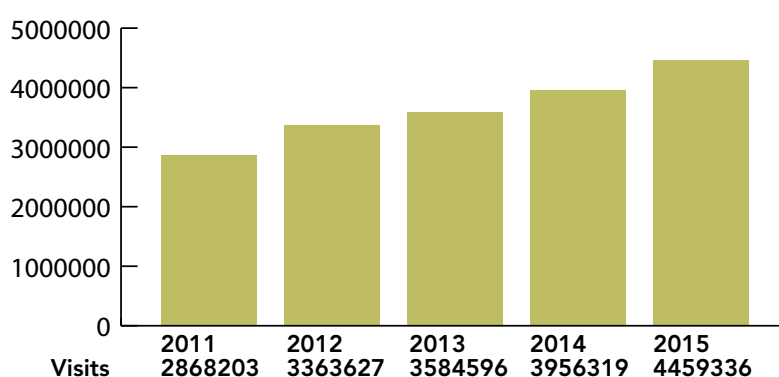


Figure 1: Library visits, 2011-2015

The very high use of the library physical spaces continued during 2015. It was in fact once again overcrowded to an extent that placed considerable pressure on both the facilities and the staff. The overcrowding was illustrated by the fact that the number of visits has increased by 55% (1 591 133 visits) from 2011 to 2015. See Figure 1 above for detail. The increase from 2014 to 2015 was 13%. The comparison for 2014 and 2015 was done from January to November only, because the library was closed during December 2015 for renovations.

Although all the campus libraries were used optimally, the APK Campus Library was the busiest. 48% of all visits was to this campus library.

See Figure 2 for a breakdown of the comparative use of the campus libraries.

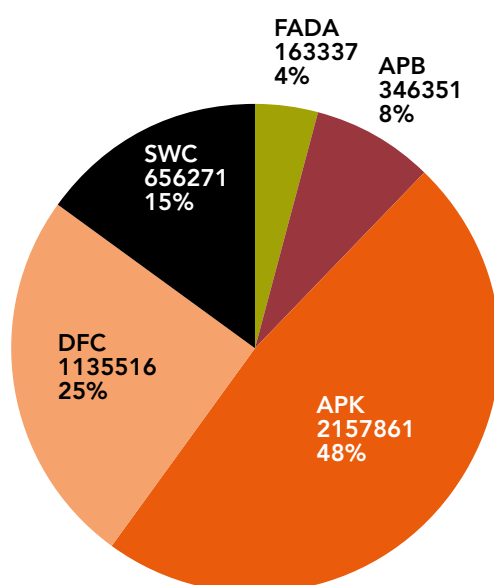


Figure 2: Visits per Campus Library : Jan-Nov 2015

## b) Virtual Visits

Apart from physical visits the library also recorded the virtual visits via the library web page because it was possible to use the library remotely – from on or off the various campuses. The virtual visits through the web page increased by 10% from 1 243 128 in 2014 to 1 365 402 in 2015. See Table 6 for the total visits to the library

Table 6: Total visits to the library

Library Visits				
	2014	2015	Difference	%
Physical Visits	3 956 319	4 459 336	503 017	+13
Virtual Visits	1 243 128	1 365 402	122 274	+10
LibGuides	22 913	131 200	108 287	+473
<b>Total</b>	<b>5 222 360</b>	<b>5 955 938</b>	<b>733 578</b>	<b>+14</b>

The high number of virtual visits is indicative of the fact that the virtual library was a very important aspect of the total library service offered to clients during 2015. In fact, the remote use of the library was 25% of the total use as reflected in Figure 3.

### Overall library visits: Jan-Nov 2015

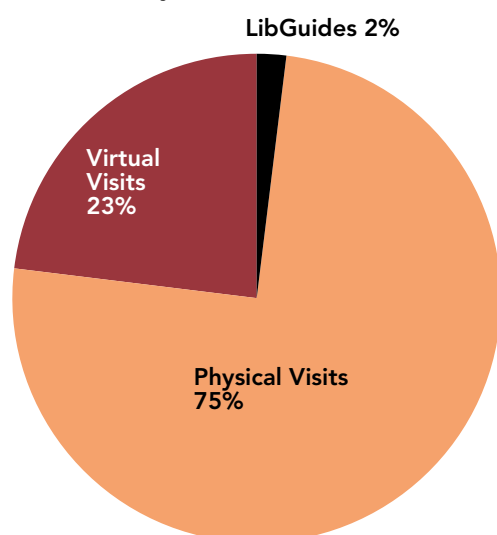


Figure 3: Physical and remote use of the library

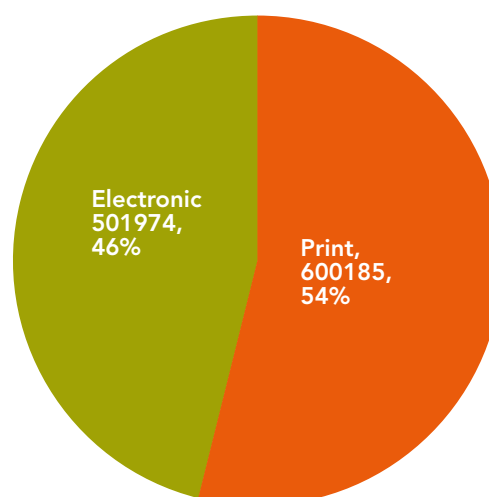


Figure 4: Use of the print book collection vs the electronic book collection

## 3.6.2 Use of the Book Collection (Print and Electronic)

The collection was well used during 2015. The use of the electronic collection increased by 64%, reflecting the success of the library strategy to build the eBook collection. The use of the print book collection decreased by 10%. The decrease in the in-house use of books was partly as a result of the renovations and the fact that the library was closed for part of the day during the student unrest in October and November. See Table 7 for a summary of the use statistics.

The use of the electronic collection now accounts for 46% of the use of the book collection. See Figure 4 for detail.

Table 7: Use of the book collection

	2014	2015	Difference	%
Open Collection (incl. self-checkout)	241 442	225 923	-15 524	-6.4
Reserved Collection (print)	79 064	80 582	+1 536	+2
In-house use	348 371	293 680	-54 691	-15.6
<b>Subtotal: use of print</b>	<b>668 864</b>	<b>600 185</b>	<b>-68 661</b>	<b>-10</b>
eBooks	299 209	490 804	+191 595	+64
Electronic Reserve Collection	5 657	11 170	+5 513	+97
<b>Subtotal: use of eCollection</b>	<b>304 866</b>	<b>501 974</b>	<b>+197 108</b>	<b>+64.6</b>
<b>Total use of book collection</b>	<b>973 730</b>	<b>1 102 159</b>	<b>+128 429</b>	<b>+13</b>

### 3.6.3 Use of the Database Collection

The UJ Library provided access to 214 electronic databases during 2015. The use of the electronic databases increased from 4 864 500 searches in 2014 to 5 643 611 in 2015. This was an increase of 16%.

### 3.6.4 Information Service

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

Table 8: Use of the Information Service by Faculties

Faculty	Number of consultations		% Difference
	2014	2015	
Art Design and Architecture (FADA)	744	893	20
Economic and Financial Sciences (FEFS)	8 956	10 009	12
Education	4 538	4 690	3
Engineering and the Built Environment (FEBE)	3 703	2 514	-32
Health Sciences	3 046	1 541	-49
Humanities	9 203	8 756	-5
Law	5 511	6 551	19
Management	9 036	6 109	-32
Science	4 128	3 844	-9
Total	48 865	44 907	-8

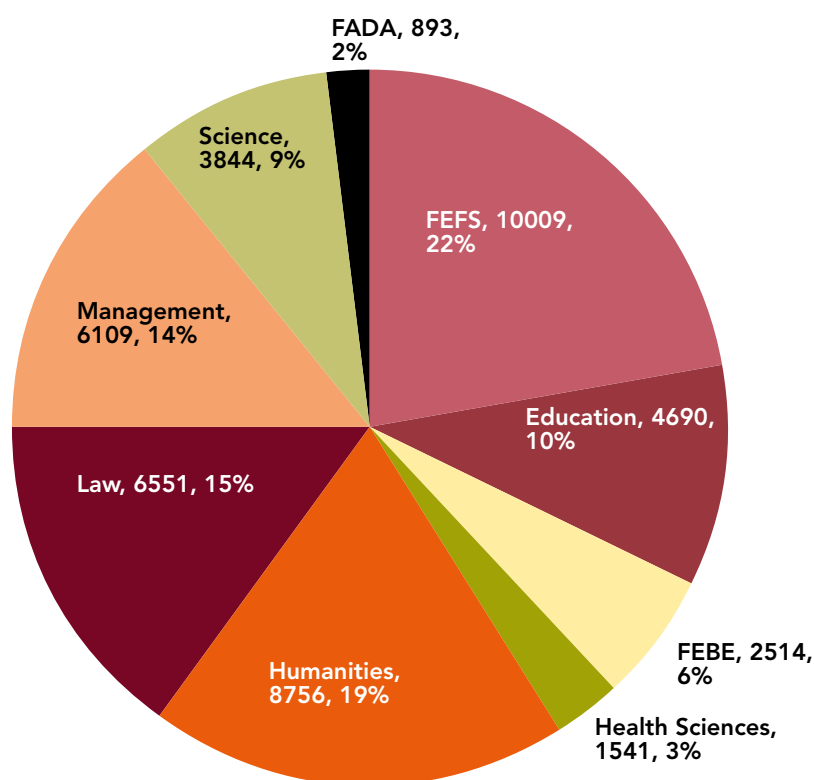


Figure 5: Information Service use per Faculty

### 3.6.5 Collection Development

The focus for the development of the collection was on growing the electronic collections.

#### a) Database collection

This collection is in fact the electronic journal collection although some databases now also include eBooks. The library strived to provide access to as much full text as possible and during 2015 subscribed to an additional four full text databases. See Table 9 below for detail of the collection and the growth of the collection since 2013.

Table 9: Detail of the Database Collection

Type of database	2013	2014	2015
Abstract databases	12	13	16
Full text databases	110	115	119
eBook databases	13	14	18
Bibliographic databases	22	22	22
Reference databases	9	14	15
Other databases (Incl. Access Tools)	21	22	24
<b>Total</b>	<b>187</b>	<b>200</b>	<b>214</b>

The database collection increased with 27 (14%) from 2013 to 2015.

#### b) Print Collection

The print collection grew by 0.4% from 2014 to 2015. From 2013 to 2014 it grew by 7%. The fluctuations in the campus collections were the result of moving collections from one campus to another to properly serve the needs of the faculties and departments on specific campuses. The decline in the print journal collection was because print editions were cancelled in favour of the electronic editions.

Table 10: Detail of the Print Collection

	2013	2014	2015	% difference 2014 -2015
APB book collection	28 880	28 178	28 535	+1.2%
APK book collection	397 458	352 179	345 198	-2%
DFC book collection	46 999	77 625	80 221	+3.3%
FADA book collection	24 126	24 500	25 370	+3.5%
SWC book collection	42 518	39 367	39 660	+0.7%
Books in storage (on site)	0	43 540	48 476	+11.3%
Books in storage (off site)	0	13 230	13 829	+4.5%
Journals (titles)	7 323	7 169	7 104	-1%
<b>Total</b>	<b>547 388</b>	<b>585 782</b>	<b>588 211</b>	<b>+7.4%</b>



### c) Electronic collection

The marked growth in the electronic collection was in accordance with the e-first policy. The UJ Library aimed to have the biggest collection of eBooks on the African continent within the next ten years. The collection grew by 77% from 2013 to 2015. The increase from 2014 to 2015 was 18%.

Table 11: Detail of the eCollection

	2013	2014	2015	% growth 2014 - 2015
<b>Single titles</b>	4 235	12 750	22 796	79%
<b>eBooks in collections</b>	96 944	126 525	151 258	19.5%
<b>Journal titles with full text access on databases</b>	56 163	97 222	105 264	73%
<b>Individual e-journal titles</b>	939	1 026	1 135	10.6%
<b>Total eBook collection</b>	<b>158 281</b>	<b>237 523</b>	<b>280 453</b>	<b>18%</b>

### d) Total Collection (print & electronic)

The total collection in 2014 consisted of 823 305 items as opposed to 705 619 in 2013. In 2015 the collection grew to 868 664. This is a growth of 23% from 2013 to 2015. The growth from 2014 to 2015 was 6%. The percentage of electronic material in the collection increased from 22% in 2013 to 32% in 2015.

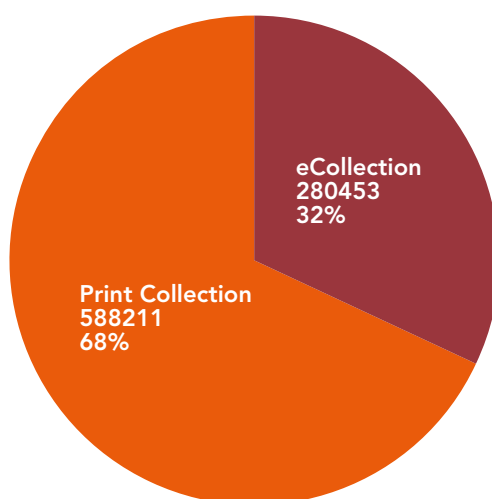


Figure 6: Composition of the Collection, December 2015

## 4 EMPLOYEE PROFILE

### 4.1 STAFF COMPOSITION PER PEROMNES LEVEL

The UJ Library has 146 permanent positions and 1 contract position. On 31 December 2015, 140 of these positions were filled while there were 7 vacancies.

The majority (54%) of permanent staff positions (all campus libraries) were between the Peromnes Levels 11 and 8.

Table 12: Library Staff Peromnes Profile

Peromnes level	Number of positions	%
P3	1	1%
P5	2	1%
P6	1	1%
P7	21	14%
P8	32	22%
P9	12	8%
P10	9	6%
P11	49	33%
P12	17	12%
P14	3	2%
<b>Total</b>	<b>147</b>	<b>100%</b>

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

#### 4.2.1 Permanent positions

During 2015, 25 appointments were made of which 24 were from the designated groups. There were 18 resignations during the year and there were 7 vacancies on 31 December 2015:

- Thirteen of the resignations were as a result of library staff being appointed to higher positions within the Library,
- Five staff members left the UJ Library.
- Two staff members retired. Dr Anette Janse van Vuren retired from her position as Director: Shared and Support Services and Ms Johanna Mokgokgo retired from her position as Library Assistant: Circulation.

#### 4.2.2 Temporary Appointments

Temporary appointments consisted of student assistants, tutors and project staff.

The Library appointed Student Assistants to assist with routine service delivery during the evening shifts at the circulation desk. In other departments such as Technical Services and the Bindery they also took care of routine work, leaving library staff free to focus on more complex work.

The tutors assisted undergraduates with general library queries. They also gave support with the preparation of specific assignments. For more detail, please see par. 3.3.3.

Temporary staff were appointed to assist with projects such as stock taking and moving collections. Each temporary assistant worked for a total of 3 months.

Appointments were made as follows:

Type of Appointment	Total	Remarks
Full Day	68	48 of the temporary staff were appointed against 18 vacant posts in the Library. 20 appointments were made against the Library's Reserve Fund.
Student Assistants	37	
Tutors	9	An additional 26 tutors were appointed by the faculties from their funds

## 4.3 EQUITY PROFILE

On 31 December 2015, 76% of the permanent library staff were from the designated groups and 61% were female. See Figure 7 and Figure 8 for detail.

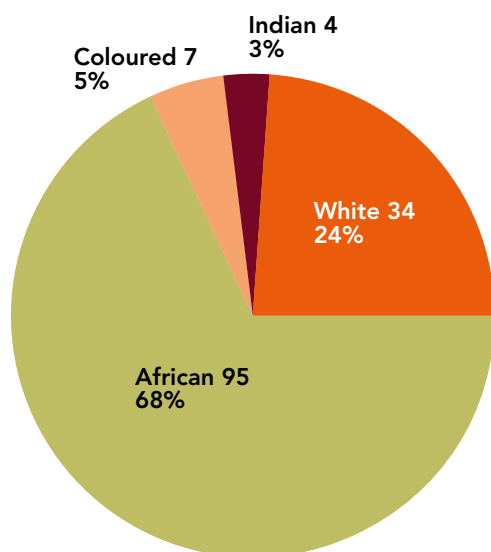


Figure 7: 2015 Race Equity Profile

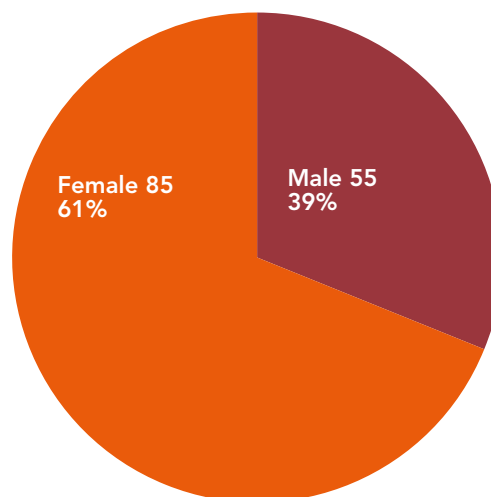


Figure 8: 2015 Gender Equity Profile

## 4.4 LIBRARY STRUCTURE REVIEW

### 4.4.1 Background

The current UJ Library structure was developed for a print based library serving mainly undergraduate students. Over the last ten years the library gradually developed into a hybrid library with both print and electronic collections and the structure was tweaked to provide some support for the workflows required for the increased engagement with electronic resources. To optimally support the UJ strategic goal of Global Excellence and Stature (GES) the library adopted a new strategy in 2013:

- To prioritise the development of the electronic collections, and specifically the electronic book (eBook) collection. The aim is to have the biggest eBook collection in Africa.

- To provide much more substantial support to postgraduate students and researchers.

The workflows required for implementing the strategy necessitated a review of the library structure (not redesign from scratch) to ensure that all resources are used optimally to achieve the desired outcomes. Although the current structure provided some support for the development of the electronic library, there was a lack of a dedicated support structure for research. This needed to be rectified and a review of the organisational structure was done in 2015 with the help of Anton Bruwer, a well-known HR consultant.

### 4.4.2 Outcomes and the way forward

The process followed included desktop research, benchmarking with six South African academic libraries of high standing and consultation with library staff, academic staff and union representatives. The process indicated that the following aspects of the structure needed attention:

- The UJ Library was conservatively staffed in terms of headcount in comparison to other South African academic libraries, including the University of Pretoria Library, the University of the Witwatersrand Library and the University of Stellenbosch Library.
- The ratio of professional: non-professional staff in the UJ Library was skewed. The focus should be on increasing professional positions and decreasing non-professional positions.

- The matrix reporting line system should be eliminated because it created role confusion as well as too many reporting lines.
- The Library was too dependent on the events for branding and marketing. It should be extended to a full public relations and marketing function
- The #FeesMustFall protest action in November 2015 highlighted the vulnerability of the library in general but specifically during the late afternoon and evening shift (16:00 -22:00). There was an urgent need to create a position for an Evening Manager to take responsibility for all libraries during the evening opening hours.

The proposed structure was finalised and the process of approval will commence early in 2016.

## 4.5 STAFF DEVELOPMENT

### 4.5.1 The library training academy

The UJ Library established an internal staff training academy in 2013 to ensure that all staff have the opportunity to develop both professionally and on a personal level. During 2015, 25 training sessions took place and staff were required to attend at least six of them, as part of their professional development plans (PDPs). The training ranged from workshops on how to use specific databases, to guidance on providing service to people with disabilities and tips on how to save energy in the workplace.

Staff were also encouraged to make use of the in-house training on MS Word, MS Excel, project management and managing their personal finances, offered by the HR staff development division.

#### a) Performance Management Training

The performance management system very often leads to confusion and unhappiness and a special workshop on performance management at UJ was hosted in the Library by Helen Mogorosi, Director: Organisational Development.

#### b) Developing Middle Managers in the Library

Developing management skills in the Library was a priority and a customised Middle Management course based on Essential Leadership Practices was offered to all managers and team leaders. The training was divided into six modules and was presented by Dr Deon van Zyl from Impact Consulting. The sessions were interactive with plenty of practical components for implementation in between the training sessions.

#### c) Health and Safety Training

Health and Safety also received attention and on 14 April Mr Jannie Bronkhorst from Tempest Fire presented an interactive information session on first aid – what to do in everyday eventualities. Staff were made aware of the causes, signs, symptoms and treatment of several medical emergencies they could face in the workplace and at home: choking, stings, burns, bleeding and severe shock. There were several demonstrations on what to do and what not to do.

The session by no means covered the full scope of first aid but it helped to raise awareness of the necessity for prompt action.



Laughter is the best medicine

### 4.5.2 Third Annual Wellness Day

The Library Wellness Day took place on 4 September and the theme was *Listen to your body. It is smarter than you are.* Staff were reminded that every ache and pain or emotional low or high point, was a result of your body telling you that it needed some sort of attention whether medically or emotionally. The theme focused on understanding what it was that the body required and gave guidance on establishing short-term coping mechanisms for dealing with stress and depression or identifying the possibility of a physical breakdown. Sessions were presented on alternative ways to relieve stress, methods to create a positive mental state, increasing motivation, self-confidence and communication. Specific interventions were laughter therapy, yoga and an interactive drumming session:

- Nina du Toit Saunders from Bamba Bantu Zonke demonstrated to staff the positive effect of laughter from deep inside and how contagious this practice was. She explained the overall health benefits of practising laughter therapy.
- Dr Rookaya Bawa shared with staff thoughts on maintaining a healthy life-work balance by refocusing priorities.
- The luncheon speaker was Dr Marisse Venter a plastic and reconstructive surgeon who spoke about the various types of cancer and the value of plastic reconstructive surgery for people who suffer from breast cancer.

Although the event took place on one of the coldest days of the year staff thoroughly enjoyed participating in all the activities and completed their medical screenings as well.



Drumming stress away



Exercise is fun and healthy



### 4.5.3 Cleaning Day

The library instituted a cleaning day in January each year since 2012. In 2015 it was extended to make January a cleaning month. The month was set aside to not only physically clean the library spaces but to rearrange offices and other spaces, turning out cupboards, and catching up with filing. All these activities served to prepare for the year ahead. The cleaning month kicked off with a general staff meeting. During the meeting Dr Bawa discussed the strategic goals for the Library. In addition, long service awards and qualifications completed by staff were acknowledged.

The UJ Library strongly focused on providing a stimulating environment for debate and engagement with topical issues to both students and staff.

## 5 COMMUNITY SERVICE, STAKEHOLDER MANAGEMENT AND REPUTATION MANAGEMENT

The UJ Library strongly focused on providing a stimulating environment for debate and engagement with topical issues to both students and staff. The library's events and seminar programme was grounded in the belief that the library was the ideal environment for students to become familiar with the issues and challenges facing society and at the same time get the opportunity to engage with some of the best authors, community leaders and opinion formers of our day. All library events and seminars were presented in partnership with faculties or support departments within UJ. Apart from the evening events organised by the relevant staff based on the APK Campus, all the campus libraries provided extension activities which ranged from book discussions to movie nights. The 2015 programme consisted of:

- A series of six public dialogue sessions in partnership with The Citizen newspaper. The

invitees to these discussions included current and potential readers of the newspaper among the UJ community, as well as members of the general public.

- Book discussions. Twenty-two such discussions were hosted during the year.
- Public lectures. Sixteen public lectures took place in the library.
- Movie screenings. Thirteen movies were screened in the campus libraries.
- Unique events such as the Edible Book Festival and National Book Week celebrations.
- The library also took responsibility for the UJ celebration of Women's Day and a UJ Men's event in October, in support of the national Movember initiative.

### 5.1 UJ WOMEN'S DAY CELEBRATION

Women's Day was celebrated on 5 August at UJ. The theme for the day was *Raising Men*. South Africa has a most worrying level of violence against women perpetrated by men – and yet these violent men were once little boys raised by women. This gave rise to the question whether our boys were unduly influenced by perceptions and cultural stereotypes from outside the home. The topic was discussed by a panel of knowledgeable ladies which included Kim Anderssen (Blogger of *Bringing Up Boys...Raising Good Men*), Dr Pumla Gqola (Associate Professor of African Literary and Gender Studies at Wits), Ms Tessa Hochfeld (Researcher at the Centre for Social Development in Africa, UJ) and Ms Jacqui Mofokeng (African National Congress Women's League spokesperson). The conversation was facilitated by Noelene Maholwana-Sangqu.

The panel discussion was preceded by a talk by Alison Botha, a victim of violent assault which very nearly cost

her her life. She was raped, stabbed with a knife in the abdomen more than 35 times and her throat was slit. Her survival was truly miraculous and so was the fact that she chose not to be bitter but to learn from her experience and to encourage others to find healing in a forgiving and positive lifestyle. She wrote a book titled *I Have Life* about the experience and became a well-known motivational speaker in South Africa. Since her ordeal, Alison has received various awards including the prestigious Rotarian Paul Harris Award for Courage beyond the Norm. She was also the first recipient of the Femina magazine's *Woman of Courage* award in 1995.

The #UJCelebratesWomen2015 became a SA trending topic on Twitter – from number 8 to number 6 by 3pm that afternoon.

The financial support from UJ Advancement to bring Alice to the event is gratefully acknowledged.

The event took place at the Country Club, Johannesburg, Auckland Park and was attended by 200 female UJ staff members. Among the guests were also Prof Ihron Rensburg, Dr Sizeka Rensburg, and UJ Alumnus, Miss SA 2015 Liesl Laurie.



Seated from left: Noleen Maholwana-Sanqu, Mpho Letlape and Prof Angina Parekh. Standing from left: Alison Botha, Kim Anderssen and Tessa Hochfeld



Alison Botha speaking at the event

## 5.2 UJ MEN'S EVENT 2015

The Faculties of Management and Health Sciences partnered with the Library, to host UJ's 2nd annual Men's Event.

The event took place on Tuesday, 20 October 2015 in support of the Movember initiative. Movember is a world-wide initiative to highlight men's health issues. This year the focus was on awareness around men's sexual health. The programme consisted of a panel discussion on the myths and realities of sexual health for men, a presentation by Dr Eve and a musical performance by PJ Powers.

The panel included Prof Brendon Barnes (a Professor of Psychology, UJ), Prof Mohammed Haffejee (Head of Division: Urology, Wits), Gavin Moffat (Mankind Project of SA), Prof Elna McIntosh (Movember Foundation), Dr Ifongo Bombil (Senior Specialist Surgeon in General Surgery, Chris Hani Baragwanath Hospital) and Jerry Mofokeng (SA actor & author of *In Love & Intimate*).

The luncheon speaker was Dr Marlene Wasserman (Dr Eve) who is an author, Clinical Sexologist and Couple & Sex Therapist specialising in Cyber infidelity. She spoke about her latest book, *Cyber Infidelity*.

Our special guest was the renowned South African singer Penelope Jane Dunlop also known as PJ Powers or Thandeka. She has recorded 15 albums and is well known for her UK chart hit *World in Union* (with Ladysmith Black Mambazo) which she sang at the opening ceremony for the Rugby World Cup in 1995. PJ performed some of her best loved songs and spoke about her autobiography, *Here I Am* that was written together with Marianne Thamm. It is a story of her personal, turbulent journey and struggle with alcoholism.



Dr Eve speaking about her book, *Cyber Infidelity*



Performance by PJ Powers



From Left: Dr Rose Laka-Mathebula, Loma Taylor (Movember Foundation), Prof Elna McIntosh, Jerry Mofokeng, Dr Eve, PJ Powers, Prof Mohammed Haffejee, Dr Ifongo Bombil, Prof Saurabh Sinha, Dr Rookaya Bawa. Back row: Prof Federico Freschi & Prof Daneel van Lill



## 5.3 PUBLIC DIALOGUE SERIES

The UJ Library and The Citizen newspaper formed a partnership to host a series of six open dialogues in the Library. The objective was to contribute to the development of a well-rounded student who is able to participate in public dialogue with confidence. The six events are summarised below:



### Book discussion: *The Insurgent Diplomat: Civil talks or Civil War?* by Aziz Pahad

From Left; Prof Chris Landsberg (SARChi Chair: African Diplomacy and Foreign Policy), Prof Ashwin Desai (UJ), Aziz Pahad & Dr Garth le Pere (Professor of Political Science, University of Pretoria)

The book deals with the process of secret negotiations in the years before the official negotiations to end apartheid. The discussion focused on the significance of these negotiations.



### Public Lecture: *What is the State of the Nation?*

The event was presented in partnership with the Mapungubwe Institute for Strategic Reflection (MISTRA) and the SARChi Chair: African Diplomacy and Foreign Policy at UJ.

From left: Prof Chris Landsberg (SARChi Chair), David Maimela (MISTRA), Aubrey Matshiqi (Political Analyst) and Dr Somadoda Fikeni (Advisor to the Unisa Principal and Vice-Chancellor)

### Evening of Poetry featuring legendary poets Pitika Ntuli, Wally Serote and Keorapetse Kgositse

Each of the poets contributed to both the political and artistic landscape in SA and they shared their memories and ideals with the audience.



From Left: Richard Roodt, Wally Serote, Keorapetse Kgositse and Pitika Ntuli



### Public Lecture: *Celebrating the life and work of Ali Mazrui*

Ali Mazrui, who died at the age of 81 in 2014, is regarded as one of Africa's foremost intellectuals. The event focused on his work and standing as an academic, his personal life and his contribution to exploring and documenting aspects of African culture and society as an insider.

From Left: Dr Adekeye Adebajo (Executive Director: Centre for Conflict Resolution), Professor Chris Landsburg (SARCHI Chair African Diplomacy and Foreign Policy), Ambassador Anders Hagelberg (South African Swedish Ambassador), Zanele Mbeki (former first lady to Thabo Mbeki), David Maimela (MISTRA), Sabelo Ndlovu-Gatsheni, (Professor and Head of the Archie Mafeje Research Institute), Devlin Brown (The Citizen), Abdul Bemath (Cataloguer of Professor Mazrui's work and Gilbert Khadiagala (Jan Smuts Professor of the International Relations and Head of Department of International Relations for Wits)



### Public Lecture: *Women in Leadership*

The lecture was presented in partnership with the Nelson Mandela Foundation.

Keynote speakers included Deputy Minister of Telecommunications Hlengiwe Mkhize and MEC of Gauteng Department of Infrastructure Development Nandi Mayathula-Khoza.

From left: Professor Anita Bosch (Lead Researcher: Women in the Workplace Research Programme, Department of Industrial Psychology and People Management, UJ), Tumelo Mothotoane (News/Current Affairs Anchor & Media Entrepreneur. Television Host: Sunday Live on SABC 1), Lizele Wilson (Anchor Vuka Weekend Breakfast Show ANN7 DSTV), Yase Godlo (Nelson Mandela Foundation), Limpho Monyamane (CFO Nelson Mandela Foundation), Nandi Mayathula-Khoza (MEC for the Gauteng Department of Infrastructure Development) and Vera Kriel (Founding Director of Blazar Advisory, an accelerator for investable businesses focusing on the African Entrepreneur)

### Public Lecture: *Own Your Life: How to Become an Entrepreneur* by Bonnke Shipalana

Bonnke is a well-known entrepreneur whose mission in life is to guide and support people on their journey to discover their purpose.

Right: Bonnke Shipalana in action





## 5.4 BOOK DISCUSSIONS

Book discussions were at the heart of the events hosted by the library because on the one hand it gave readers the opportunity to talk about their reading experience and on the other hand it gave non-readers exposure to the excitement and intellectual satisfaction offered by good books. Most of all, it gave attendees the opportunity to interact with the authors and academics involved in the discussions. During 2015, the library hosted 22 book discussions in partnership with faculties and research centres. Some of the highlights were:

During 2015, the library hosted 22 book discussions in partnership with faculties and research centres.

### Imtiaz Sooliman and *The Gift of the Givers* – A Mercy to All by Shafiq Morton.



Imtiaz Sooliman addressing the audience

Imtiaz Sooliman (middle) with Library staff and staff from the UJ Community Engagement Department

Imtiaz Sooliman attended the event, accompanied by some of his colleagues from Gift of the Givers. He gave a moving account of the work the organisation did in South Africa and in other countries since its inception. These acts of mercy are also covered in the book, especially the work done in dangerous war-zone areas and in areas struck by natural disasters such as earthquakes.

### Reeva: A Mother's Story by June Steenkamp.

On 10 March, we were instrumental in helping June Steenkamp to break her silence about her daughter's death, by presenting her book *Reeva – A Mother's Story* to the media. More than 20 media houses attended the media briefing before the event and vied with each other to be the first to report on the discussion with her. In addition, more than 400 students packed the venue to also hear June speak. Thanks to the live streaming by ANN7 – DSTV Channel 405 – we were able to redirect the student overflow to watch the event on the screens at other venues in the library.

The event was hosted in partnership with the Faculty of Law

Top right: June Steenkamp with the book about Reeva

Right below: June Steenkamp with Tania Koen and Jacqui Mofokeng from the ANC Women's League



## Magnificent and Beggar Land: Angola since the Civil War by Prof Ricardo Soares de Oliveira

The Library partnered with the UJ SARCHi Chair: African Diplomacy and Foreign Policy, Jacana Media and Good Governance Africa (GGA), for a discussion of this most interesting book. Based on three years of research and extensive first-hand knowledge, De Oliveira's critically acclaimed book documents the rise of Angola since it emerged in 2002 from one of Africa's longest and deadliest civil wars into what is today one of the world's fastest growing economies. The panel members included Ricardo Soares de Oliveira: Associate Professor in Comparative Politics, University of Oxford; Justin Pearce: Politics Fellow, University of Cambridge; Elias Isaac: Country Director, Open Society Foundation in Angola; Rafael Marques de Morais: Award-winning Angolan Investigative Journalist and Human Rights Activist.

Right: Alain Tschudin, CEO, Good Governance Africa.

From the left: Chris Landsberg, Ricardo Soares de Oliveira, Elias Isaac, Rafael Marques de Morais and Justin Pearce



### Other books that were discussed were:

- *A Man of Good Hope* by Prof Jonny Steinberg.
- *A Theory of Discrimination Law* by Dr Tarunabh Khaitan.
- *After Tears* by Niq Mhlongo (UJ Reads title).
- *He's Perfect, don't Hire Him* by Albert Marais.
- *Here I am* by PJ Powers.
- *In Love and War* by Prof Lesley Lokko (UJ Reads title).
- *Jani Confidential: A Memoir* by Jani Allan.
- *Nothing Left to Steal* by Mzilikazi wa Afrika.
- *Public Administration Training in Africa: Competencies in Development Management* by Prof Shikha Vyas-Doorgapersad and Peter Fuseini Haruna.
- *Public Policy-making in the Mbeki Era* by Prof Ndangwa Noyoo.
- *Race, Class and Power: Harold Wolpe and the radical critique of apartheid* by Prof Steven Friedman.
- *Race, Culture and Transformation at SA Higher Education Institutions* by Dr Sally Matthews and Prof Pedro Tabensky.
- *Rough Diamond: Your First-class Ticket to the World of Mentorship* by Dr Tshidi Gule.
- *Tales of the Metric System* by Imraan Coovadia.
- *The Refined Player: Sex, Lies and Dates* by Stevel Marc.
- *The Rise of the Securocrats* by Prof Jane Duncan.
- *When Loving Him Hurts* by Sue Hickey and Philippa Sklaar.
- *Zhoozsh – Faking It* by Jeremy and Jacqui Mansfield.



## 5.5 OPEN LECTURES

The library hosted a variety of open lectures, in partnership with faculties. Some of the most interesting were:

### Public Campaign against Cancer by Mrs Thobeka Madiba-Zuma (First Lady of SA)

Ms Madiba-Zuma addressed over 150 staff and students on 19 May about her campaign *Stop Cervical, Breast and Prostate Cancer in Africa*. She cited the 2014 World Cancer report which showed that 8.2 million people died of cancer annually, around the world. She appealed to various sectors to mobilise resources to join the fight against cancer. The lecture was hosted in partnership with the Faculty of Health Sciences.



From left: Dr Sizeka Rensburg, Prof Andre Swart, Madame Madiba-Zuma, Fatima Bhyat and Miemie Geya



Prof Swart, Madame Madiba-Zuma and Fatima Bhyat in conversation with the audience

### The Journey to Miss South Africa 2015 – Lessons and future projects

The Library was fortunate to host Liesl Laurie (Miss South Africa 2015) and her second princess, Ntsiki Mkhize just a few weeks after receiving their crowns. They are both UJ Alumni and they motivated and inspired other female students to believe in themselves irrespective of their family backgrounds. The event, which attracted an audience of over 200 people, was held in partnership with the UJ Alumni Office.



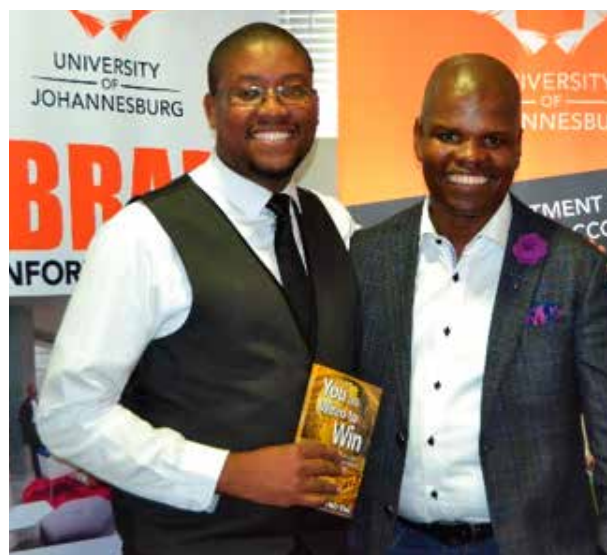
Ntsiki Mkhize and Liesl Laurie



Liesl Laurie addressing the audience

## From Nothing to Something – Personal Excellence by Linda Ntuli

Linda Ntuli is an inspirational speaker of note, a sales consultant, life coach, facilitator and team builder. Over 250 students filled the Soweto Library's 24-hour study area to listen to words of wisdom from this successful inspirational speaker.



Molefi Nyofane and Linda Ntuli. Molefi is holding Linda's latest book.

### Other lectures were:

- *Change Management* by Dr Robin Petersen
- *Debating the New Left in South Africa* by Mbuyiseni Ndlozi
- *Eugene de Kock – the Good, the Bad and the Ugly* by Prof Piet Croucamp
- *Freedom of Speech and the Rights to Association* by Mondli Makhanya and Justice Malala
- *Heroes of African Descent in Venezuela* by the Embassy of Venezuela
- *International Law, Immunities and the AU – ICC Relations* by Prof Dire Tladi
- *Research Report on China: Searching for an*
- *Organising Philosophy* presented by Dr Paul Tembe and Dr David Monyae
- *South Africa, How are You? – an unlikely perspective* by Louis Fourie
- *Sport versus Lifestyle Illnesses* featuring Amanda "Toki" Dlamini (Female Soccer Star)
- *The Public Protector: What is not said* presented by Advocate Kevin Malunga
- *The use of magical plants in Southern Africa: what are they and do they work?* Presented by Prof Annah Moteetee

## 5.6 NEW INITIATIVES

### 5.6.1 UJ Library Edible Book festival – Looking at Books and Reading From a Different Angle

An Edible Book Festival is a fun way to celebrate books and food together. Participants created an "edible book," which can be inspired by a favorite story, involve a pun on a famous book title, or simply be in the shape of a book (or scroll, or tablet, etc.).

UJ staff and students as well as the wider community were invited to create a piece of edible art related to books for an event held on 23 July. Participants were requested to deliver their entries at the library early in the morning of 23 July and the edible books were on display for the rest of the day. The festival was concluded by a discussion with Jeremy and Jacqui Mansfield about their cookery book *Zhoozsh – Faking it*. The Mansfields also acted as judges to find the winners for the different categories. Their fellow judges were from the UJ School of Tourism and Hospitality.

A total of 21 entries were on display during the festival and the winners for the different categories were:

- Most creative: *Karoo Farm*. The entry by Hanlie Botha was based on *The Story of an African Farm* by Ralph Iron (Olive Schreiner).

- Funniest/Punniest: *Die Vers*, a pun on the *Groot Verseboek* by DJ Opperman – Entry by Louis Lotter.
- Special judges award: *Unexpected Travelling Companions*, based on the book *Life of Pi* by Yann Martel – Entry by Anne Marie Fischer.
- Best student entry: *Homage to Childhood*. The entry was based on variety children's books, including *Anne of Green Gables* and the *Harry Potter* books – Entry by Alexandra Wuzyk
- People's Choice (based on attendees votes): *Frozen*, based on the story inspired by Hans Christian Andersen – Entry by Laurinda Lazarus

The initiative attracted a lot of attention, to the point that Alexandra Wuzyk, a matric pupil, travelled all the way from Secunda to submit her entry and drive back to school on the same day to write a test. She said that she was encouraged by her teacher to enter the competition. We trust that the festival will attract more exciting entries next year.





Left: the winning entry based on *Story of an African Farm*

Above: People's Choice, *Frozen*, based on the story by Andersen

Below left: Pieter van der Westhuizen with Jeremy and Jacqui Mansfield.

Below right: The audience viewing the different entries.



### 5.6.2 Poetry Workshop

The APB Campus Library offered students a poetry workshop which was a winning ticket event and a phenomenal success. The workshop took place under leadership of an award-winning USA national poetry group from the organisation *Split This Rock*.

The UJ students loved the idea and energy of hip-hop poetry and some of them were able to write their own poems during the workshop and presented it to the whole audience.

*Split This Rock* ([www.SplitThisRock.org](http://www.SplitThisRock.org)) is a Washington, DC-based non-profit poetry and social justice organisation. The 13 poets were on a South African tour to perform, teach, and learn about poetry of provocation and witness. In partnership with the City of Tshwane Arts and Recreation Department and the DC Commission on the Arts and Humanities, this tour was made possible by a Sister Cities International Arts Grant and is part of an on-going partnership between *Split This Rock* and the City of Tshwane, South Africa.



The poetry workshop in full swing



The *Split This Rock* group with staff from the APB Campus Library

# 6 RESOURCE MANAGEMENT AND SUSTAINABILITY

## 6.1 BUDGET

The budget allocated to the library was fully spent. This included additional funds made available for special projects. See Table 13 below for detail.

Table 13: Library Budget and Expenditure 2015

	Item	Budget	Expenditure	%
1	Human Resource	53 848 962	56 880 074	105,6%
2	Restricted Budget	760 768	628 737	83%
3	Operational Budget	11 309 012	11 564 678	102%
	<b>Sub Total (HR, Restricted &amp; Operational)</b>	<b>65 918 742</b>	<b>69 073 490</b>	<b>105%</b>
4	Information Budget	76 180 379	87 800 801	115%
	<b>Total</b>	<b>142 099 121</b>	<b>156 874 291</b>	<b>110%</b>
<b>Note on Point 2</b>				
<b>Restricted Budget</b> <i>iPads to the value of R140 367 were ordered and expenses are reflected under Operational Budget Category. Budget for the abovementioned expense was identified under the Restricted Budget Category. Thus the Restricted Budget Category is reflecting underspent.</i>				
<b>Note on Point 3</b>				
<b>Operational Budget</b> Commitments to the value of R1 472 734 are reflecting and not included in the Expenditure column. The bulk of the abovementioned commitments refer to requisitions for sealed quote or tender procedures that are in process.				
<b>Note on Point 4</b>				
<b>Information Budget</b> Information Budget is 115% spent. The over expenditure can be attributed to the weakening of the Rand against the US Dollar.				

## 6.2 COMPLIANCE

Compliance with all financial rules and regulations within UJ is of the utmost importance to the library because of the substantial budgets we manage. The Information Budget in particular demands excellent financial management. The Information Budget is the responsibility of the Technical Services Department within the library and a system of internal audits was developed by the Manager: Technical Services to ensure full compliance. During 2015 three internal (Technical Services) audits took place, as well as one external audit, done by KPMG staff.

The first internal audit was done in January and February 2015. The aim of this audit was to establish whether policy and procedures were followed during the ordering, cataloguing and dispatching of items. No discrepancies were found with the ordering of print books and small issues were identified with eBooks.

These issues were rectified immediately. A second audit of this nature was done in September. During this audit all the issues identified during the first audit was found to be well managed.

A third internal audit was done to establish how many items were lost at Technical Services for the period 2010 to 2014. The loss amounted to R4 679.13 (11 items) over a five-year period. To limit the loss at Technical Services, internal procedures were updated in such a way that an item can be tracked and traced to a specific person at a specific time until the item is dispatched to the campus libraries.

The final audit was done externally by KPMG in November and December. According to a preliminary report received, no issues were flagged.

## 7 LEADERSHIP

The UJ Library maintained its position as leader in the area of library systems and the use of technology during 2015. The acquisition and implementation of the VITAL software to bring the Institutional Repository, previous examination papers and the special collections together as UJContent, was a brave step which acknowledged the new worldwide trend in ensuring the sustainability of open access databases. Other important technology initiatives were the installation of time management software in the Learning Commons and the Research Commons and the availability of the mobile power units for handheld devices.

The Technical Services Department extended the online expo to include print books and received acclaim from the book vendors for this initiative.

The UJ Library established itself as a leader on making eBooks and other electronic material available through the library catalogue. Claudia Reynolds, one of our cataloguers, is one of only three South African experts on RDA (Resources Description and Access). She is a member of the RDA-SA Steering Committee tasked with training South African cataloguers on using this new international standard for bibliographic description. The Steering Committee recently hosted a workshop on implementing RDA and Claudia was one of the specialist presenters, along with Dr Hester Marais from UNISA and

Ms Tholakele Xulu from Monash South Africa. Her areas of expertise are:

- RDA relationships. The focus here is on the different types of relationships that can be expressed on RDA bibliographic records.
- eBooks and RDA. Providing step-by-step guidance on how to catalogue an eBook monograph using RDA.

We are very proud of Claudia and also confident that with her expertise on hand, our eBook collection is very well catalogued.

The Library's events and seminar programme is also unique among South African libraries. Other South African academic libraries are most interested in the way it strengthens ties with the faculties and other support units within the University. It is definitely an innovative and fun way of supporting teaching and learning as well as research at the University.

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



From the left: Claudia Reynolds, Dr Hester Marais and Tholakele Xulu

## 8 CONCLUSION AND WAY FORWARD

2015 was a year with many highlights and triumphs for the library but also with a few worrying emerging risks and service delivery restraints. The library is proud of its ability to support the UJ Global Excellence and Stature (GES) strategic thrust and will continue to support it by moving forward in the following way:

- Continuing to move forward along the path of becoming the best academic library in South Africa with the biggest eBook collection in Africa.
- Finalising the renovation of library spaces.
- Further developing services to support research at UJ.
- Continuing to develop library systems and services to function on global standards of efficiency.
- Contributing to a positive student experience through the library training programme as well as the events and seminar series.
- Implementing the reviewed library structure.
- Continuing staff development to ensure good service
- Implementing strategies to improve the circulation of the print book collection



“The UJ Library is well positioned  
to fulfil its mandate to support teaching,  
learning and research at UJ.”

