

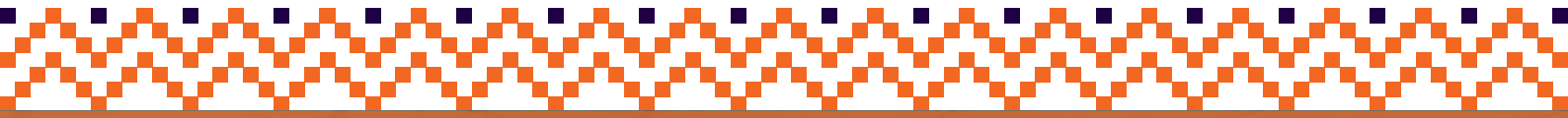


# UJ LIBRARY

## 2016 ANNUAL REPORT



UNIVERSITY  
OF  
JOHANNESBURG



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# UJ LIBRARY ANNUAL REPORT 2016

## 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 innovative learning spaces through its network of campus libraries and through its Central administrative and Management services based on Auckland Park Kingsway Campus.

The UJ Library reports to the Deputy Vice-Chancellor: Research and Internalisation. The Executive Director of the Library is a member of the University 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.

Library management held consultative meetings with the following stakeholders to promote open communication, partnerships and smooth running of the library services:

- The Library Advisory Committee
- Student Representative Council (SRC)
- Information Communication System (ICS)
- The UJ Union representatives
- Safety and Security representatives
- The Cleaning Services managers
- Maintenance

### 1.2 RISK MANAGEMENT

The UJ Library was faced with a number of internal and external risks that, if not well managed, could have had an impact on the ability of the library to achieve its goals and the institutional mandate to support teaching and learning as well as other support functions. During 2016, risks for the Library were related to:

- Renovations
- Maintenance backlog of buildings
- Occupational safety and security
- The weakening exchange rate and the impact on collection development and the library hardware and software
- The #FeesMustFall campaign and protests

Specific risks and mitigating strategies are discussed in detail below.

#### 1.2.1 RENOVATIONS

The University of Johannesburg made R50 000 000 available for the remodelling of UJ libraries. The project had to be carefully managed as the library was not closed down for the full period of the renovation project. Work on the remodelling happened whilst we ran a live service point – which posed intermittent risk.

## 1.2.2 MAINTENANCE BACKLOG OF BUILDINGS

### a) Water leaks and flooding

Water leaks and flooding remain a problem for the libraries due to the aging infrastructure and poor workmanship in fixing the leaks.

- The SWC Library roof has been fixed more than once and still continues to leak after heavy rains, which causes damage to books and carpets.
- In the DFC Library there were water leaks on three occasions, damaging books, newly laid carpets and computers.
- The APK Library roof has been leaking since 2014. The waterproofing intervention did not yield results and the library is proposing that a seventh floor be built, in the hope that the roof problem will be resolved if an additional floor is added.

The water damage in the campus libraries resulted in two insurance claims to cover damages.

## 1.2.3 OCCUPATIONAL SAFETY AND SECURITY

The UJ Library continued to engage with Health and Safety regulations because of risks posed by outstanding occupational health and safety requirements such as compliance for disability access, the shortage of emergency exit doors, and the absence of alarms and cameras in certain areas in the different libraries. The #FeesMustFall protest necessitated the evacuation of students with a concomitant risk of stampedes because of the shortage of emergency exits. Therefore more exit doors with 3M gates had to be installed to facilitate the speedy and smooth evacuation of students and to protect library stock.

In response to the above-mentioned risks, the library engaged in the following activities to mitigate the risks:

- Creating compliant disability access
- Occupational Safety and Security workshops
- Evacuation workshops
- Practical emergency procedure workshops
- Library evacuation drills

## 1.2.4 SAFETY AND SECURITY COMPLIANCE

Compliance with safety and security regulations presented challenges to the library in 2016. The library continued to work with the relevant stakeholders to ensure that progress was made in addressing some of the pressing compliance issues.

The following were some of the issues relating to safety and security compliance:

- Creating compliant lift access, building disability evacuation pathways and disability signage.
- The number of emergency doors per library was not as prescribed by the act and this was addressed.
- The response time from the control room presented challenges as the alarms did not always transmit the signals from the door alarms.
- The installations of alarms on all the exit doors.
- The heightened risk presented by the #FeesMustFall protest necessitated the need for installation of cameras at all prominent areas of the library, such as between the shelves and the 24-hour areas.
- The cables for the cameras were damaged during the renovations and led to 14 cameras not working in the APB Library. Also the quality of pictures from the cameras was not good enough to be able to recognise the incidents when required.

## 1.2.5 FINANCIAL RISKS

The exchange rate continued to weaken in 2016. Even though the University increased the Information Budget to compensate for the devaluation of the rand, it was not possible for the library to maintain all its subscriptions. This led to a decision to cancel some journal and database subscriptions in 2016. The cancellations amounted to R22 051 704.04 and a total of 481 items were cancelled.

The #FeesMustFall protest also made us realise that staffing in the library needed to be reviewed to minimise the vulnerabilities of the evening and Saturday shifts. The library's short-term intervention was to request senior staff to work overtime. However, additional staff for the evening was not supported.

It is notable that the library responded innovatively to the financial risk by doing the following:

- Hosting a UJ Library conference.
- Organising a fundraising Art Chair Auction.
- Facilitating resource sharing initiatives amongst the South African Higher Education Libraries in an attempt to address the impact of the dwindling budgets.
- Negotiating for discounted operational costs on the Integrated Library Management System on behalf of all South African Academic Libraries.



## 1.3 STRATEGIC FOCUS AND TARGETS

The University set six strategic objectives to drive Global Excellence and Stature (GES). These were: Excellence in Research and Innovation; Excellence in Teaching and Learning; International Profile for Global Excellence and Stature; Enriching Student-Friendly Learning and Living Experience; National and Global Reputation Management; and Fitness for Global Excellence.

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

- Developing the best possible learning spaces for undergraduate and postgraduate students through the completion of the renovation project.
- Supporting teaching and learning for undergraduate students.
- Research support for postgraduate students and researchers.
- Becoming the biggest e-library in Africa.
- Developing a rounded student by hosting seminars and workshops.

The highlight for 2016 was the completion of the renovation project that was conceptualised in 2012. By the end of 2016, all the UJ Campus Libraries looked new with state-of-the-art technology and beautiful artwork. The library renovations produced a variety of spaces to suit the 21st century student. The renovation project gave students spaces to study quietly, to work on projects, to do research in the Research Commons, to attend training workshops in the revamped training rooms, to study 24/7 and to be able to search for electronic sources in the Learning Commons spaces. The library also managed to increase the growth of its electronic resources despite limited funds and the weakening Rand – Dollar exchange rate.

### 1.3.1 LIBRARY RENOVATION: A NEW LOOK LIBRARY IS FINALLY DELIVERED

The library opened its doors to staff and students on 8 February 2016 after having been closed on 4 December 2015 to allow the contractors to complete the most disruptive part of their work in the libraries. The work continued after the opening of the campus libraries, with art and furniture being installed whilst the library continued with its normal business of supporting teaching, learning and research.

The fact that all five libraries benefited from the renovations in one way or the other, made the project of the UJ Library unique. It is not always possible for library renovations to be implemented across all campuses at the same time. Even though the project focussed on the APB, APK and DFC campus libraries, the Soweto and FADA libraries also got a facelift, since some furniture that had been bought for the other three libraries during the past two years was moved to them.

### 1.3.2 TEACHING AND LEARNING SUPPORT

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

The FYS took place from 2 to 5 February 2016 at all the UJ campuses. Due to the #FeesMustFall campaign the programme had to be shortened and the information skilling presentation could not be included in the FYS programme. However, some of the faculties incorporated their FYS into the extended first-year experience (FYE) and involved the library in these.

The library also offered generic information literacy training sessions that commenced on 8 February 2016 and ended on 28 October 2016. In total, 25 390 undergraduate students were trained across the four campuses in 1 210 sessions. The Generic Information Literacy Programme was divided into the following themes:

- Library organisation and access to the library
- Information sources
- Plagiarism and copyright
- Referencing skills
- Applying research and search strategies

Students gave positive feedback on the value of the training sessions.

#### b) The Library Online Information Literacy programme became part of the University's Citizenship Module

To increase the library's visibility and reach all students, the Information Literacy programme of the library has gone digital and students were able to access it online via the library LibGuides. The library designed and developed an Information Literacy Module in collaboration with the University's Centre for Academic Technology that will be incorporated into the University's Citizenship Module for 2017.

The Citizenship module is compulsory for all first-year students. The tutorials are offered via the library's LibGuide and the activities and assessments are done on Blackboard (the students' Learning Management System). The Library Online Information Literacy module and its inclusion into the University's Citizenship programme is a great achievement for the library.

#### c) Tutors in the Library

The library appointed nine tutors to help students with their general library and information queries. The faculties also appointed 25 tutors to support students with faculty-specific queries as well as library-related queries. They received formal tutor training from Dr Nelia Frade from the Tutor Development Centre and the library staff. All the tutors embraced their duties with enthusiasm.

#### d) Assignment support

As part of its support for Teaching and Learning, the library ensured that all prescribed textbooks were available on the Course Reserve Shelves in the library. Additional reading lists in the form of recommended books were placed in the reserve collection to support students with their assignments. The library continued to make an effort to upload the electronic reading material that lecturers recommended onto the library's Electronic Reserve Module. These efforts will be enhanced in 2017 to support the University's Online Teaching and Learning initiative.

#### e) Examination papers

To support the University's teaching and learning strategy further, the library worked tirelessly at ensuring that faculties supply examination papers to the library and that they are made available on the UJContent examination paper site. The site was launched in June 2016 and all the examination papers received in the library from 2014 onwards have been uploaded for students and lecturers to access. To date over 3 200 papers have been uploaded and are now searchable on the site.

#### f) Technology support for Teaching and Learning

The Library IT division continued to maintain and update library technologies to bring a quality service experience to the library users. The following added-value enhancements were done in 2016:

- **Time Management System:** To add value to the library service, the Time Management System was improved by automating the previous "One-Time Password" ticket system. This eliminated the need for a full-time staff member to manage each of the Learning & Research Commons environments.
- **Library web page:** The library web page is the face of the library and its communication tool. The web page has therefore been improved and enhanced to provide a more positive student experience.
- **LibGuides:** This is a platform for the Faculty and Information Librarians to provide subject-specific guidance to students, or to create guides on specific topics, e.g. Information Literacy, Research Support, and Plagiarism. This software was updated to improve functionality that allows searching using different search options.
- **Electronic display screens:** Screens in all the campus libraries were successfully utilised to market events and services for the library as well as other UJ departments, at their request.

### 1.3.3 RESEARCH SUPPORT

#### a) Research Commons spaces revamped across campuses

Although the Research Commons spaces became operational in 2015, they were not all renovated and revamped. In 2016 renovations were completed across the campuses and all the Research Commons spaces were refurbished and state-of-the-art technology installed. Furthermore, the library installed access-controlled gates in the venues to ensure that researchers derive maximum research experience in these venues with only senior students accessing the spaces.

#### b) Postgraduate research orientation and training

Research Support at the UJ Library commenced in January 2016 with an extensive orientation and training programme for postgraduates in the various faculties. The aim was to familiarise postgraduates with the support available from the library throughout their research journey. The orientation ranged from an introduction to the Library to the availability and use of research tools, such as Reference Management. All the orientation and training sessions were aimed at postgraduate students, from honours to doctoral level. Experienced and skilled Information Librarians and Faculty Librarians conducted the training sessions.

The following generic programme consisting of eight modules was implemented across the campuses:

- Introduction to the Library
- Conducting a Literature Review
- Awareness of Previous Research
- Plagiarism, Referencing & RefWorks
- Academic Networking/Researcher Visibility
- Getting Published
- Bibliometrics & Research Analysis and Dissemination
- Technology & Mobile Downloads

#### **c) Seminar and workshop series**

To extend the research support available from the library, the Research Commons together with other UJ stakeholders hosted a series of seminars and workshops targeted at postgraduates, researchers and specialists in various fields. The research seminars and workshops took place across campuses.

### **1.3.4 BINDERY**

The purchase of new modernised equipment has allowed the Bindery to improve output as well as the quality of the binding. The Bindery also started the process of marketing products and services to other universities where binderies had been closed down. Negotiations with Wits University for a possible working agreement are at an advanced stage. It is hoped that the service-level agreement will be concluded in the first quarter of 2017.

### **1.3.5 UJ INSTITUTIONAL REPOSITORY BECOMES A REALITY**

As part of its goals to support research activity at the University, the library continued to seek the best Institutional Repository (IR) solution and thus replaced the old UJDigispace with UJContent that hosts the following three distinct e-Resources:

- Research Output Site (Theses & Dissertations and Research Publications)
- Past Exam Papers
- Special Collections

The IR is no longer called UJDigispace, but has been renamed UJ Institutional Repository (UJ IR).

### **1.3.6 UJ LIBRARY SPECIAL COLLECTIONS**

The Archives and Special Collections continued to provide research support services to researchers and also focused on preserving research material by digitising collections for future accessibility. The department also held exhibitions and seminars to raise awareness of the service with researchers and to increase usage of the resources.

In 2016, 90 items were purchased for the rare book collection and the department received one additional special collection, namely the SA Breweries and South African Beer Collection donated by the researcher, Prof Anne Mager.

### **1.3.7 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. In 2016, 34% of the total collection was available in electronic format. Despite limited funds and a massive subscription cancellation project, the library still managed to increase the growth of electronic resources by 2% in 2016.

### **1.3.8 STATISTICAL SNAPSHOT**

The compilation and the analysis of library statistics are 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.

However a proper comparative analysis of the Library usage cannot be provided this year due to various factors listed below:

- Closure of the libraries in January 2016, while the renovations were being completed.
- Students could not access the Learning Commons computers as they normally do at the beginning of the year to do online registrations.
- The new library access gates (which were part of the renovation project) were malfunctioning for some months and were not counting properly.
- The Research Commons gates were also not working and had to be reinstalled. During this period, the Research Commons was closed off.
- The intermittent evacuation of students due to the #FeesMustFall protest during the entire fourth quarter meant that students leaving the libraries were not counted at the exit gates due to emergency evacuations.
- The early closure of the library and its 24-hour Study Areas (at 17:00 as opposed to 22:00) during the last quarter of the year due to the threat posed by the instability caused by the #FeesMustFall campaign.

### 1.3.9 COLLECTION DEVELOPMENT

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

Unfortunately we were only able to increase the UJ holdings by 2% given the negative impact of the exchange rate on our buying power.

The growth of the collections is reflected in Table 1.

**Table 1: Growth Trends of the Print and Electronic Collections**

Item	2015	2016	Trend	
Print Book volumes	581 107	587 242	+1%	↑
Print journals	7 104	504	-93%	↓
Individual eJournals	1 135	1 103	-3%	↓
eJournal titles in databases	105 264	106 508	1%	↑
Individual eBook titles	22 796	33 394	46%	↑
eBook titles on subscription	151 258	157 292	4%	↑
Databases	214	230	7 %	↑

The decline in the size of the print journal collection is the result of the e-first policy to give preference to electronic journals.

## 1.4 EMPLOYEE PROFILE

The UJ Library has 146 permanent positions and one contract position. On 31 December 2016, 141 of these positions were filled while there were 6 vacancies.

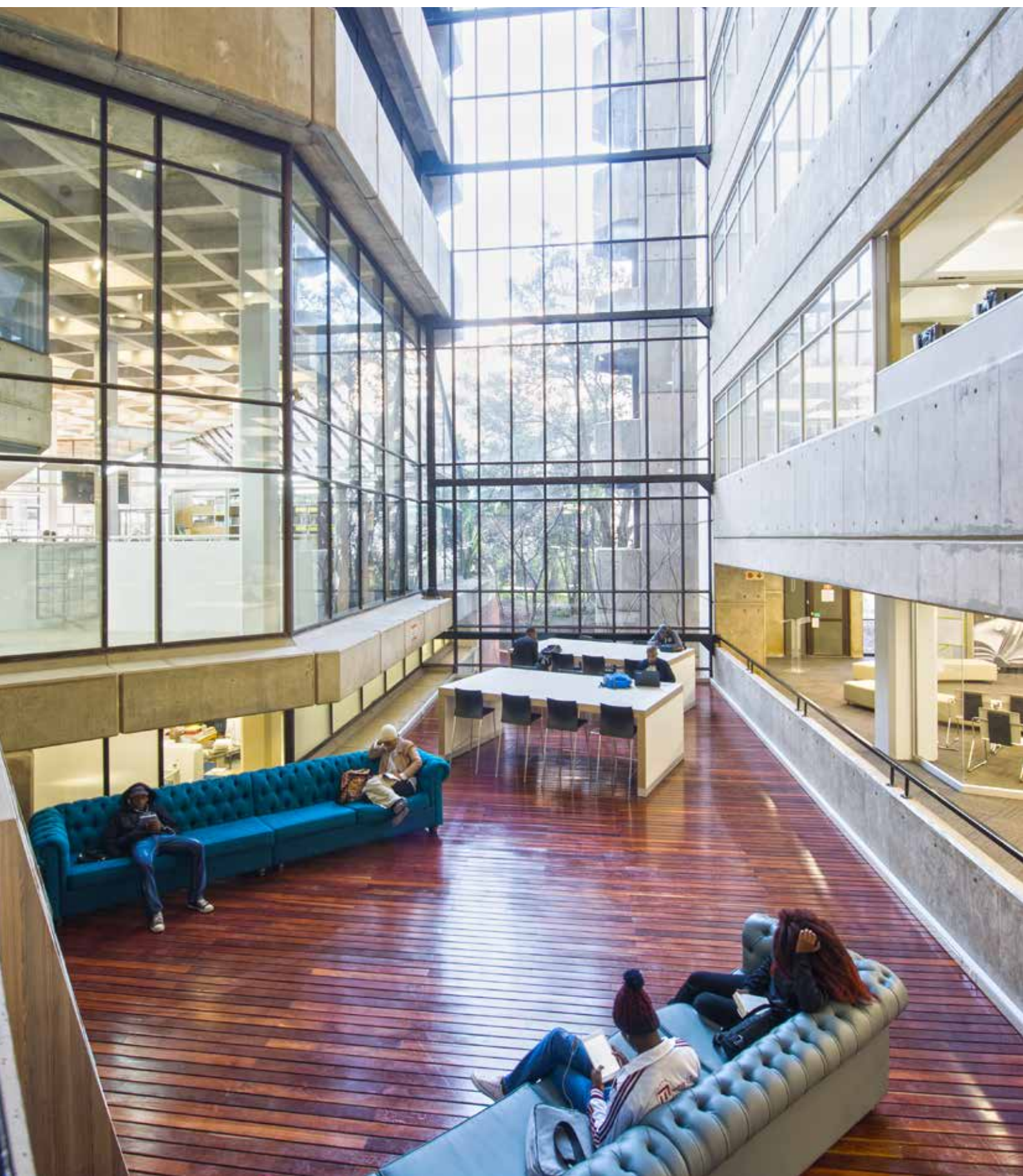
14 appointments were made in 2016 and of these, 13 were from the designated groups. The majority (54%) of permanent staff (all campus libraries) is between the Peromnes levels 11 and 8 with 58% of the staff component being female. See Table 2 and Table 3 for detail.

**Table 2: Equity Profile – Race**

Category	2013	%	2014	%	2015	%	2016	%	Trend
African	85	64%	91	67%	95	68%	96	68%	=
Coloured	7	5%	6	4%	7	5%	7	5%	=
Indian	4	3%	4	3%	4	3%	4	3%	=
White	36	27%	34	25%	34	24%	34	24%	=
<b>Total</b>	132	100%	135	100%	140	100%	141	100%	

**Table 3: Equity Profile – Gender**

Gender	2013		2014		2015		2016		Trend
	No	%	No	%	No	%	No	%	
Female	85	64%	86	64%	85	61%	82	58%	↓
Male	47	36%	49	36%	55	39%	59	42%	↑
<b>Total</b>	132	100%	135	100%	140	100%	141	100%	



### 1.4.1 STRUCTURE REVIEW

#### a) Structure review status report

To support the UJ strategic goal of Global Excellence and Stature (GES) optimally, the library embarked on a structural review process facilitated by Anton Bruwer, a well-known HR consultant. The review process was done in 2015 and the outcomes were the following:

- The library should establish a full public relations and marketing function with a manager to head it.
- A need was identified to have a senior manager responsible for postgraduate and research support.
- A dedicated position should oversee all postgraduate students.
- There was a need to create a position for an Evening Manager to take responsibility for all libraries during the evening open hours.

Although the recommended structure was approved in 2016, recommendations that required additional staffing could not be implemented due to budget constraints in 2015/2016.

#### b) Outcomes and the way forward

Despite the fact that the recommendations from the review process did not materialise, the library did not lose focus on realigning its business processes to fit the needs of an electronic library as part of the GES strategic goal.

As a result, in 2016 the two library director positions (Director: Client Services and Director: Shared and Support Services) were reviewed and restructured to address some of the recommendations from the review process so as to meet some of the library operational requirements.

Restructuring the director positions would ensure that the workload of the two directors is distributed evenly to balance operational requirements and to maximise efficiencies. The two positions share divided responsibilities among the four campuses so that each director is responsible for two campus libraries. The directors are responsible for both the front-facing and the back-end functions of the campus libraries. Therefore the approved structure means that the title for both Directors is now Director: Campus Libraries.

## 1.5 COMMUNITY SERVICE, STAKEHOLDER MANAGEMENT AND REPUTATION MANAGEMENT

The UJ Library strongly focussed on providing a stimulating environment for debate and engagement with topical issues to both students and staff. The library event and seminar programme is grounded in the belief that the library is 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. All the campus libraries provided extension activities, which ranged from book discussions to movie nights.

Many more events could have been hosted, however due to the early closure of the Library and intermittent evacuations due to the #FeesMustFall protest, fewer events took place.

The 2016 programme consisted of:

- Eighteen book discussions
- Fifty-two public lectures
- Five movie screenings.
- The library also hosted the UJ 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 during the course of the year was fully spent.

## 1.7 LEADERSHIP

UJ Library is one of the leading academic libraries in the country in many areas. A number of visitors from other academic libraries came to benchmark against the library in areas such as the Integrated Library Management System (ILMS) and the renovated library spaces.

- The Library played a leading role in facilitating conversations amongst the higher academic libraries in South Africa to find possible solutions for the issues relating to the dwindling budgets and the weak rand-dollar exchange rate. Two meetings were held with the Heads of Academic Libraries and possible solutions were agreed upon for further investigation towards a national site licence for journals access.
- UJ Library initiated negotiations for discounted operational costs on the Integrated Library Management System (ILMS) to benefit other academic libraries in the country. An official announcement on further discounts will be made by Innovative Interfaces Global LTD during the upcoming IUGSA Conference to be held in November 2017.
- The UJ Library Bindery with its state-of-the-art machinery is amongst the few left in academic libraries. Most academic institutions have closed down their bindery services due to budget constraints. The library is in negotiation with the other academic libraries to form partnerships.
- Ms Claudia Reynolds, one of our cataloguers is one of the South African experts on Resource Description and Access (RDA). In 2016, she was once again part of the trainers that trained delegates at the workshop that was organised by the National Library of South Africa. These workshops were held at the University of Zululand and at the Cape Town Parliament.
- Mr Molefi Nyofane, Faculty Librarian for the Faculty of Economics and Financial Sciences, was featured in the Mail & Guardian newspaper in June as one of the Top 200 young South Africans for 2016.
- Ms Elize du Toit was awarded the Best Master's Student award for 2015 at the Unisa Seventh Library and Information Science Research Symposium 2016.

## 1.8 CONCLUSION AND WAY FORWARD

2016 must be remembered as the year the UJ library was gut renovated to be the best academic library in the country despite the challenges and the risks faced by the library and the University as a whole. The manner in which the library responded to the financial, safety and security risks was also a highlight for 2016.

To support the University's Global Excellence and Stature programme further, UJ Library will focus on the following strategic areas in 2017:

- Continue to move forward along the path of becoming the best academic library in South Africa with the biggest eBook collection in Africa.
- Promote the use of the library spaces and services to get return on investment and prepare for the Libqual survey.
- Support the University's plan to implement online teaching and learning.
- Realign staff to support online teaching and learning through a staff developmental planning process (Skills Audit).
- Prepare library due diligence for the implementation of the medical school at DFC.
- Ensure the smooth merger of the APB and FADA libraries.
- Continue to support research and teaching by staying abreast of new developments in this area.
- Data Management needs to be investigated

In its implementation plan for 2017, the Library proposed an alignment with some of the top 2016 ACRL (Association of College and Research Libraries) trends in academic libraries. These are:

- Digital scholarship (Digitisation and Repositories).
- Research data services (RDS) – investigation of these services are in the pipeline.
- Collection assessment to determine what information users need.
- Evidence of learning: Student success and the role of the library in increasing throughput.
- New Information Literacy framework (Digital fluency and online information literacy modules).
- Altmetrics and Bibliometrics as indicators for research impact.
- New emerging staff positions due to changes in the library environment
- Support for virtual services.
- Open Educational Resources (assist with copyright and identifying open source material).

To implement the above we need to reallocate our existing staff and resources to support digital scholarship and online teaching and learning. It means that there should be more professional development opportunities for existing staff to adopt new skills.



## 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 by 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 mandate of the UJ Library is to support Teaching, Learning and Research. To fulfil this mandate, the Library offers the following services:

- 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, project discussion areas, Reading Corners, 24-hour study spaces, meeting rooms and tutor rooms.
- Extensive WiFi 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.
- Workshops, seminars and public talks 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 are offered in five libraries on the four UJ campuses. These include circulation of library material, information services and information skills training, interlibrary loans, intercampus loans and access to the special collections.

b) Centralised technical and support functions. These functions are situated on the Auckland Park Kingsway Campus. 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 and Internationalisation. The Executive Director of the Library is a member of the University's Executive Leadership Group as well as of Senate.

There are two levels of management in the Library:

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, Coordinator Events and the Campus Librarians. The Committee met twice a month or more often depending on the matters of urgency at a given time.

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
- Ms Nomoya Mahlangu, Director Campus Libraries
- Director Campus Libraries (Vacant)

##### b) Coordinators

- Dr Pieter Hattingh, Specialist ILMS

**c) 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

**d) Managers**

- 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 was to provide high level advice and counsel to the Library on all matters relating to strategic planning, policy development, collections and services offered to library clients. It also served as a communication and consultation forum between the Library and the University. The committee met once per semester.

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**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

**Members from other UJ Support Services**

- Prof T de Wet, Director Centre for Academic Technologies
- Mr A Swartbooi, Executive Director, ICS

**Library Representatives**

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

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**b) Special Collections Advisory Committee**

The purpose of the Committee was to provide advice and counsel to the Library's Archives and Special Collections Department on all matters relating to aligning the policies and collections of the department to a specific vision. The committee did not sit in 2016 as the main focus of the library in 2016 was to complete the renovations project. The committee will be reconstituted in 2017.

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**Committee Members**

**Chairperson**

Dr Rookaya Bawa, Executive Director, UJ Library.

**Community Representatives**

New community representatives will be nominated and confirmed for 2017.

**Library Representatives**

- Ms Nomoya Mahlangu, Director Campus Libraries
  - Director Campus Libraries (Vacant)
- Ms Riëtte Zaaiman, Manager Archives and Special Collections
  - Mr Kenneth Chinyama, Campus Librarian DFC

## 2.3 RISK MANAGEMENT

The UJ Library faced a number of internal and external risks, which, if not well managed, could have had an impact on the Library's ability to achieve its goals and its institutional mandate to support teaching and learning. During 2016, risks for the Library were related to:

- Renovations
- Maintenance of buildings
- Occupational Safety and Security
- The weakening exchange rate and the impact on collection development
- The #FeesMustFall campaign and protests

Specific risks and mitigating strategies are discussed in detail below.

### 2.3.1 RENOVATIONS

Whilst the completion of the Library renovation project is an achievement for the library, the project also presented a number of risks. The risks related to the following:

- Timeous completion of the project
- Safety and security
- Vulnerability of the Library staff and assets whilst the contractors were on site
- Closure of the library during the final stages of the project

To mitigate the above, the library held bi-monthly meetings with the contractor and other UJ stakeholders. These meetings ensured that there was accountability for progress and delays in the project. The risks related to safety were also dealt with through the meetings and relevant precautionary measure would then be put in place as required. Processes were put in place to ensure that contractors were clearly identified when entering the Library premises to avoid theft and other related risks. The risk presented by the closure of the libraries was mitigated by opening part of the library for the returning of books and by assisting users online. Users continued to access our electronic resources whilst we were closed for renovations.

### 2.3.2 MAINTENANCE

#### a) Water Leaks and flooding



Books damaged by water leaks in the Soweto Campus Library

Water leaks and flooding remained a problem for the libraries due to the aging infrastructure and poor workmanship in fixing the leaks.

- The SWC Library roof has been fixed more than once and still continued to leak after heavy rains.
- The APK Library roof has been leaking since 2014. The waterproofing intervention did not yield results and the library is proposing the building of a 7th floor with the hope that the roof problem will be resolved by adding an additional floor. The addition of a 7th floor will not only address the roof leak at APK, it will also provide additional seating spaces in the library.
- The DFC Library experienced severe leaks from the 3rd floor which seeped through to the first and ground floor damaging books and newly laid carpets. The leak was due to a burst sprinkler pipe. The second leak was as a result of contractors damaging the sprinkler hose in the Maker Space room causing flooding on the floor. The leak happened during the renovations as carpets were being removed. The third instance was due to a persistent water hose leak on the 3rd floor of the library. The persistent leak led to the collapse of the ceiling and therefore damage to computers in the Learning Commons.

The water damage in the campus libraries resulted in two insurance claims to cover damage.

### **2.3.3 OCCUPATIONAL SAFETY AND SECURITY**

The UJ Library continued to engage with Health and Safety regulations because of risks posed by outstanding occupational health and safety requirements, such as compliance for disability access, the shortage of emergency exit doors, and the absence of alarms and cameras in certain areas in the different campus libraries. The #FeesMustFall protest necessitated the evacuation of students with a concomitant risk for stampedes because of the shortage of emergency exits. Therefore, more exit doors with 3M gates had to be installed to facilitate the speedy and smooth evacuation of students and to protect library stock.

In the APB Campus Library, one additional emergency exit door was installed with the required 3M security gate. In the APK Campus Library, three additional emergency exit doors were installed on the 4th, 5th and 6th floors respectively. Twenty security cameras were installed and alarms were installed on all the emergency exit doors. The next project is to install cameras in high risk areas in all the libraries, such as at the cash registers, the 24-hour study areas, the Learning Commons and the Research Commons.

In the DFC Campus Library, the vulnerabilities had to do with the fact that the magnets on the emergency doors were not working and the alarm signals did not transmit the sound to the Control Room. This was due to the fact that the camera cables were cut during the renovation project. The cables were subsequently fixed. It is notable, however, that even after the installation of cameras, there is still a need for more cameras in the library, especially between shelves to eliminate blind spots.

### **2.3.4 THE #FEESMUSTFALL PROTEST**

The #FeesMustFall protest action presented huge safety and security threats because students had to be evacuated from the library intermittently. These evacuations could have easily led to a stampede if not well managed. However, library management, with the help of the UJ Security, put measures in place to ensure the safety of staff and students. Evacuation drills, practical emergency procedure workshops and firefighting training were some of the measures implemented to deal with the challenge. The constant fear and threat of fire was the main concern for all the library stakeholders.

In the APB Campus Library, a book drenched in paraffin was found by a staff member and the case was reported to the police. In the APK Campus Library a cracker was blown, which caused panic among staff and students. In the DFC Campus Library, windows were broken and at some point staff were threatened by students to keep the library open 24 hours. The protest action affected staff morale. However, the safety and security workshops were a great help as they served to manage staff fears and anxieties as well as to protect the students and library assets.

The 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). Currently, the most senior person on duty in the various libraries is a circulation staff member or in the case of the APK Campus Library, a junior librarian. There is an urgent need to create new positions to mitigate the risk during the evening opening hours. A request has since been made for additional senior positions per campus library to ensure that proper decisions relating to risk prevention and reaction are made.

The Library, in partnership with the Occupational Safety Department, put in place the following risk mitigation actions in response to the risks posed by the evacuation processes:

- In June 2016, library staff were invited to attend interactive workshop sessions where they were trained to evacuate the library in an emergency situation. A guideline document was prepared and issued to staff. With the 2016 #FeesMustFall campaign in September/October there was a marked improvement in the manner in which staff responded to possible threats: they were more composed as they had clear guidelines on what their role was in such situations.



Evacuation during #FeesMustFall campaign on 14 April 2016



- Library staff were given practical training on the use of fire extinguishers, opening emergency doors and the proper response to various alarm sounds. These sessions took place during June and July and were presented by the Occupational Safety Coordinators. The sessions included First Aid tips that could be implemented in the workplace or at home. Each campus library was shown how to activate the evacuation alarm, call points and the fire alarms as well as the distinct sounds for each of them. The practitioners also demonstrated how to open emergency doors, including breaking the domes and the push bars.
- Library evacuation drills were done to measure staff preparedness in situations such as student unrest that required evacuation through the use of identified alternative exits. The drills took place across the campus libraries from 25-29 July 2016. The drills familiarised staff with the respective campus library exit routes.

### 2.3.5 FINANCIAL RISKS

The weakening exchange rate eroded the Library's buying power with the result that the library could not maintain all its subscriptions. 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.

The challenges brought about by the financial risks were mitigated as follows:

#### a) Journal and database subscription cuts

In 2016, the Library was allocated an amount of R83 798 416 for the information budget. The amount payable for subscriptions in January 2016 was R94 212 171.24. This meant that there was a shortfall of R10 413 755 and no money available for books.

Faculties were informed of the situation and given a choice to either cut subscriptions according to the shortfall or to cut more than the shortfall which would make some money available for urgent books. Most faculties chose the latter option.

The cancellations amounted to R22 051 704.04 and a total of 481 subscriptions were cancelled. The impact of the cut will only be felt in 2017 as subscriptions are paid a year in advance. While this subscription cut was a painful process for both the faculty and the library, it forced both parties to re-evaluate the current situation. It also resulted in many items with low usage and impact being cancelled, while better deals were negotiated for essential databases.

#### b) Fundraising and resource sharing

The UJ Library engaged in a number of innovative initiatives to respond to the financial risks posed by the weakening exchange rate and the dwindling budgets. The Library responded to the Vice-Chancellor's call to raise R10 million for the library in return for another R10 million sponsorship from the University by engaging in the following fundraising activities:

##### Art Chair Auction Initiative: Seats of Knowledge

The Library held a fundraising auction of art chairs specially designed for the event by a range of artists. The aim of this fundraising event was to raise money to build the largest e-book collection in Africa. The theme of this fundraising project was Seats of Knowledge.

Seats of Knowledge was an exciting dinner event in which artistic works by 29 leading artists, sculptors and contemporary designers were auctioned.

In addition, funds were raised by an online auction; through the sponsorship of the tables during the 3-course dinner event on 22 August and through the individual buying of seats and pledges.

### **UJ Library facilitated resource sharing initiatives among South African Higher Education Libraries**

The UJ Library took the lead and arranged two meetings with heads of academic libraries in South Africa to discuss ways and means of addressing the pressure on library budgets. The first meeting was held with UJ's neighbouring universities, Wits and UP. A number of areas for co-operation were identified and will be investigated. These include:

- The collaborative purchasing of electronic database back-files.
- The identification of specialised collections per university with the aim to build on these strengths in each collection and then to share it with their partner universities.
- An audit of the interlibrary loan clause in database licence agreements to ensure that sharing of resources is possible
- Comparison of database statistics with the possibility of the library with the best usage statistics keeping the database and the other two libraries share via interlibrary loan.
- Combined off-site storage for seldom used print resources.
- Shared digitisation facilities.
- Shared bindery.

The second meeting was held with heads of academic libraries across South Africa as well as stakeholders such as Sabinet, SANLiC and the CEO of Universities South Africa. The meeting emphasised the need for Vice-Chancellors to support the following negotiations and initiatives:

- Prioritising the implementation of a National Site Licence for subscriptions to ensure that licenses are negotiated according to the needs of South African users.
- CHELSA to take action regarding the payment of VAT on print and electronic information resources.
- Sharing of resources, especially between neighbouring institutions, should be explored (similar to the initiative with Wits, UP and UJ).
- Libraries need to ensure that only relevant resources are bought and that database licences include perpetual access.
- Universities are urged to prioritise funding for library resources despite weakening budgets.

### **UJ Library initiated negotiations for discounted operational costs on the Integrated Library Management System (ILMS)**

During 2015, a special Rand to Dollar exchange rate discount was negotiated with Innovative Interfaces Global Ltd (IIG) for specific ILMS products. UJ Library took this a step further in 2016 and started bi-lateral negotiations between UJ Library and Innovative Interfaces Global Ltd. The negotiations led to a reduction in the library's annual maintenance fee for the ILMS in exchange for a multiple year maintenance agreement commitment from the library. IIG subsequently extended the offer to all Southern African Academic Libraries.

Based on UJ Library's initiatives, negotiations were started to include module subscriptions in the discount, subject to the cooperation of all Southern African academic libraries in the project.



## 3 STRATEGIC FOCUS AND TARGETS

### 3.1 INTRODUCTION

The University set six strategic objectives to drive Global Excellence and Stature (GES). These were: Excellence in Research and Innovation; Excellence in Teaching and Learning; International Profile for Global Excellence and Stature; Enriching Student-Friendly Learning and Living Experience; National and Global Reputation Management; and Fitness for Global Excellence.

The Library developed a strategy in support of these thrusts based on the following focus areas:

- Developing the best possible learning spaces for undergraduate and postgraduate students through the completion of the renovation project.
- Ensuring support for teaching and learning for undergraduate students.
- Providing research support for postgraduate students and researchers.
- Becoming the biggest e-library in Africa.
- Developing a rounded student by hosting seminars and workshops.

Specific targets and activities accomplished in 2016 are discussed below.

### 3.2 COMPLETION OF RENOVATIONS

The highlight for 2016 was the completion of the renovation project, which had been conceptualised in 2012. Budgeting and planning took place between 2013 and 2014 and the contractors were finally on site in October 2015. By the end of 2016, all UJ Libraries looked new with state-of-the-art technology and beautiful artwork. The library renovations created a variety of spaces to suit the 21st century student. It created spaces to study quietly, to work on projects, to do research in the Research Commons, to receive training workshops in the revamped training rooms, to study 24/7 and to be able to search for electronic sources in the Learning Commons spaces.

The transformation of the library was jaw dropping and the new look refreshing. The main highlight during the process was to see everyone work together and being part of a team. During this period, we were able to see how important the library was to each and every staff member as they made the success of the renovation project a priority.

The end product of the Renovation Project was the completion of the following library facilities in all the campus libraries:

- Research Commons
- Learning Commons
- Reading Corner
- Tutor Rooms
- Auditorium
- Meeting rooms
- 24-hour study area
- Project room
- Dedicated spaces for people with disabilities
- The deck (APK)

To achieve this, library staff had to move several thousand books in a very short space of time from one area of the libraries to the next in an effort not to put the contractor's schedules back and to ensure that the library was ready for services in February 2016. The final stage of the renovation project also involved moving furniture among libraries. The move of redundant furniture from the APK, APB, SWC and DFC campus libraries was completed in three months. Temporary labour was employed to assist library staff with moving furniture and the loading and off-loading from trucks. The entire project was deadline driven as delays would have had financial implications. However, the library made the 8 February 2016 deadline to open for service having moved in excess of 4 000 000 items.

This was a difficult time for the library as it had to deliver a high standard of service despite the interruptions caused by the many contractors still on site.

The fact that all five the libraries benefited from the renovations in one way or the other made the UJ Library's project unique. It is not always possible for library renovations to be implemented across all campuses at the same time. Even though the project focused on the APB, APK and DFC campus libraries, the Soweto and FADA libraries got a facelift because some furniture bought for the other three libraries during the past two years was moved to them.



The image depict the activities of the final stages of the renovation project involving the moving of furniture, and packing and unpacking books. Books and journals that were packed back on shelving January 2016, APB Library.



Old Furniture packed and ready for dispatching out of the library at APK

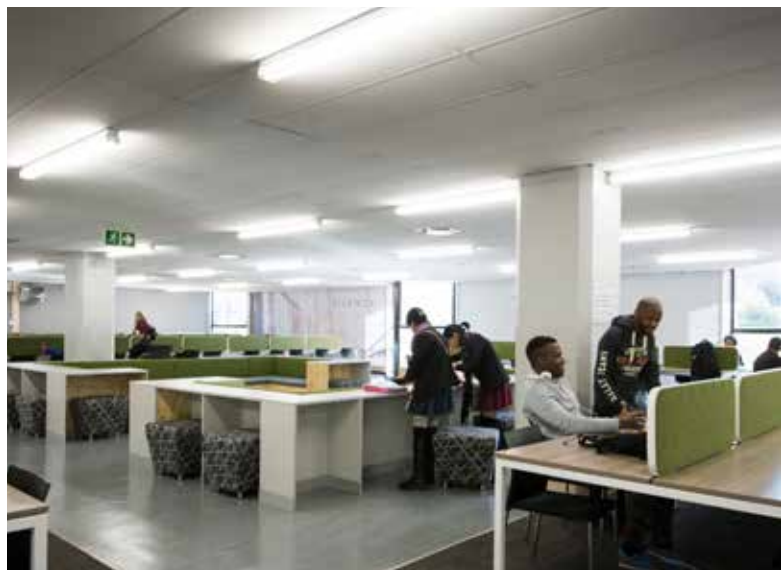
## The new library look and feel



Gcina Mhlope Amphitheatre (APK)



Project Discussion Room (APK)



24 Hour Study Area (APK)



Reading Corner (APB)



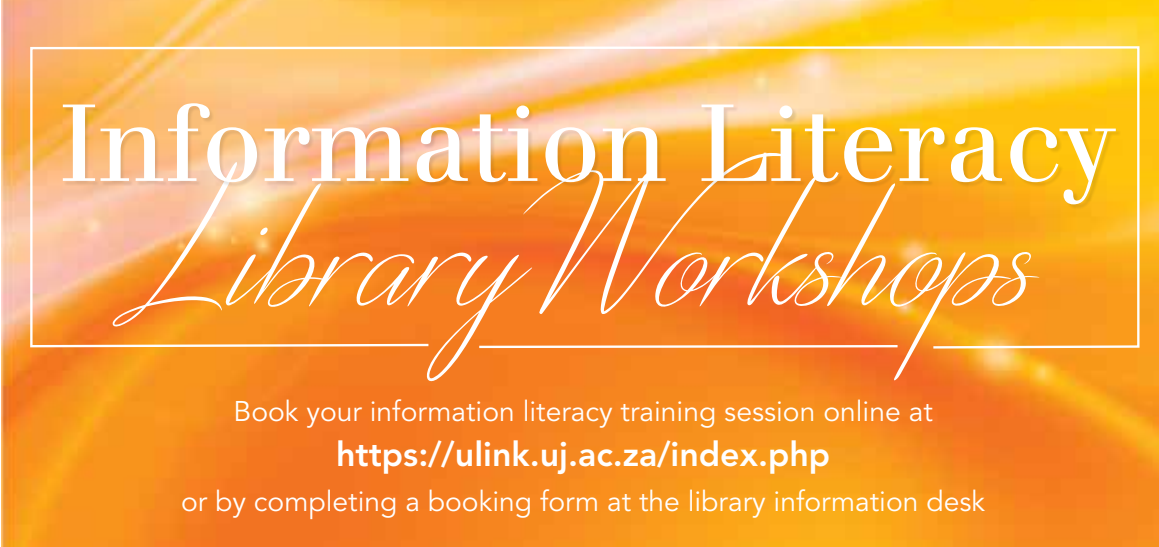
- 1 Reading Corner (DFC)
- 2 Entrance Foyer (APB)
- 3 FADA Library's New Uncluttered look
- 4 Research Commons (SWC)

- 5 Reading Corner (SWC)
- 6 Training Room (APB)
- 7 Research Commons (DFC)
- 8 Learning Commons (APK)

### 3.3 TEACHING AND LEARNING SUPPORT

#### 3.3.1 FIRST YEAR SEMINAR (FYS) AND UNDERGRADUATE TRAINING

FYS took place from 2 to 5 February 2016 on all UJ campuses. Due to the #FeesMustFall campaign the programme had to be shortened and the information skilling presentation could not be included in the FYS programme. However, some of the faculties incorporated their FYS into the extended first year experience (FYE) and involved the library in these. Despite the shortened programme, the FYS was well attended.

A banner with a warm orange and yellow gradient background. The text "Information Literacy" is in a large, white, serif font, and "Library Workshops" is in a white, cursive script font below it. Below the text, it says "Book your information literacy training session online at" followed by the URL "https://ulink.uj.ac.za/index.php" in a bold, black, sans-serif font. At the bottom, it says "or by completing a booking form at the library information desk" in a smaller, black, sans-serif font.

Information Literacy  
*Library Workshops*

Book your information literacy training session online at  
**<https://ulink.uj.ac.za/index.php>**  
or by completing a booking form at the library information desk

The library also offered generic information literacy training sessions that commenced on 8 February 2016 and ended on 28 October 2016. In total, 25 390 undergraduate students were trained in 1 210 sessions across the four campuses. The Generic Information Literacy Programme was divided into the following themes:

- Library organisation and access to the library
- Information sources
- Plagiarism, Copyright and Referencing skills
- Applying research and search strategies

Students were required to provide feedback on these training sessions and the following are some of their comments worth mentioning:

- "The sessions opened my eyes to a different way of thinking."
- "I am so grateful and I know that I will be able to use all of the information."
- "The training was easy to follow and I can apply it to any of my subjects."



Library Information Literacy training session in the APK Campus Library



2016 Library tutors with Ms Elize du Toit and Dr Nelia Frade

### 3.3.2 ONLINE INFORMATION LITERACY PROGRAMME

To increase the library's visibility and reach to all students, the library's Information Literacy programme has gone digital and students were able to access the programme online via the Library Libguides. The library designed and developed an Information Literacy Module in collaboration with the University's Centre for Academic Technology, which will be incorporated into the University's Citizenship Module for 2017. The Citizenship Module is compulsory for all first-year students. The tutorials are offered via the library's LibGuide and the activities and assessments are done on Blackboard (the students' Learning Management System). The Library Online Information Literacy module and the inclusion of this module into the University's Citizenship programme is a great achievement for the library.

### 3.3.3 LIBRARY TUTORS

As part of the drive to support the University's Global Excellence and Stature Programme, the Library appointed nine tutors to help students with their general library and information queries. The faculties also appointed 25 tutors to support students with faculty specific queries as well as library related queries. They received formal tutor training from Dr Nelia Frade from the Tutor Development Centre and the library staff. The Centre for Psychological Services and Career Development also appointed four library tutors to assist students with disabilities. All the tutors embraced their duties with enthusiasm.

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 in assignment writing, searching for academic resources and basic library training.

### 3.3.4 ASSIGNMENT SUPPORT

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. Additional reading lists in the form of recommended books were placed in the Reserve collection to support students with their assignments. The Library continued to make an effort to upload electronic reading material recommended by lecturers onto the library's Electronic Reserve Shelves. These efforts will be enhanced in 2017 to support the University's Online Teaching and Learning initiative. Therefore, more electronic reading material will be uploaded on the library's Electronic Course Reserve module and these will be linked to Blackboard for ease of access for the student.

### 3.3.5 EXAMINATION PAPERS

To further support the University's teaching and learning strategy, the Library worked tirelessly at ensuring that faculties supply examination papers to the library and that they are made available on the UJContent examination paper site. The site was launched in June 2016 and all the examination papers received in the library from 2014 had been uploaded for students and lecturers to access. To date over 3 200 papers have been uploaded and are now searchable on the site.

The Library worked with the different departments through the Heads of Faculty Administrators (HFAs) to collect examination papers from faculties. At the end of each examination period, the HFAs collected papers from the departments and sent them to the library to be uploaded on UJContent.

### 3.3.6 TECHNOLOGY SUPPORT FOR TEACHING AND LEARNING

The Library IT Division continued to maintain and update library technologies to bring a quality service experience to the library users. Below are the details of the technologies:

#### a) Systems and Servers

The following existing systems have been upgraded on both the back and the front end of the software versions, Operating System patches and security advisories:

- Sierra: The Integrated Library Management System, including the Catalogue (UJLink).
- UJoogle – "all-in-one" library resources search engine: a Google-like discovery tool, searching in the print collections and electronic resources of the UJ Library. It now also includes results from UJContent, either as stand-alone results or interfiled with other resources.
- UJContent – Replaced the old UJDigispace and is hosting three distinct e-Resources types or three websites within the one system, namely: the Research Output Site (Theses and Dissertations and Research Publications, Past Examination Papers and the Special Collections site).

#### b) Time Management System

The plan for 2016 was to automate the Time Management System across the campus libraries' Learning and Research Commons spaces. Therefore Phase II of the Time Management System installation was done and the previous "One-Time Password" ticket system was automated. This eliminated the need for a full-time staff member to issue the tickets to students to use the PCs for their allocated 45 minutes. The upgrade of the Time Management System brought added value to the student experience.

#### c) Library web page

The library web page is the electronic face of the library and its communication tool. It has therefore been improved and enhanced to create a more positive student experience. The migration of the UJ Web to SharePoint 2013 at the end of 2015 left the library with a lot of unresolved issues. These had been addressed by April 2016, in co-operation with the UJ Web team and the developers, DecisionInc. Some of the changes in the new UJ Library website included a standardised and centralised News & Events page and photo galleries for all UJ faculties and departments. The layout for the database page on the UJ Library website was improved as well.

#### d) LibGuides

This is a platform for the Faculty Librarian and the Information Librarian to provide subject specific guidance to students, or to create guides on specific topics, e.g. information literacy, research support and plagiarism.

Between October and November 2016 the content of all LibGuides (Version 1) was successfully migrated to LibGuides (Version 2). Improved functionality in Version 2 includes the option to find guides according to group, type or subject, as well as the option to create an A to Z database list, which can be searched by subject or title.

#### e) Electronic display screens

Screens in all the campus libraries were successfully utilised to market events and services for the library as well as other UJ departments, at their request. The number of screens has been increased. Six smaller screens were installed in the APK Campus Library, one above the lift on each level. Another five large 55" screens have been ordered. The 6th floor Law Level at APK Library will get its own screen for law related news.

### **3.3.7 BINDERY**

The purchase of new modernised equipment has allowed the Bindery to improve output as well as the quality of the binding. The Bindery also started the process of marketing products and services to other universities where binderies have been closing down. Negotiations with Wits University for a possible working agreement are at an advance stage. It is hoped that the service-level agreement will be concluded in the first quarter of 2017.

## **3.4 RESEARCH SUPPORT**

### **3.4.1 RESEARCH COMMONS SPACES REVAMPED ACROSS CAMPUSES**

Although the Research Commons spaces became operational in 2015, they were not all renovated and revamped. In 2016, renovations were completed across the campuses and all the Research Commons spaces were refurbished and state-of-the-art technology installed.

In the DFC Campus Library, the Research Commons was situated in the Archives and Special Collections area. This arrangement limited access and use of the space in the evenings as that section of the library closes at 16:30. The renovations provided a new Research Commons area on the first floor of the library with extended opening hours until 22:00. Thus, all the Research Commons spaces were open until 22:00 across campuses as part of the library's plan to standardise services. The Library installed access control gates in the venues to ensure that researchers derive maximum research experience in these venues with only senior students accessing the spaces.

### **3.4.2 POSTGRADUATE RESEARCH ORIENTATION AND TRAINING**

Research Support at the UJ Library took off in January 2016 with an extensive orientation and training programme for postgraduates in the various faculties. The aim was to familiarise postgraduates with the available library services that will support them throughout their research journey. The orientation ranged from an introduction to the library to the availability and use of research tools such as Reference Management. All the orientation and training sessions were aimed at postgraduate students from honours to doctoral level. Experienced and skilled Information Librarians and Faculty Librarians conducted the training sessions. A total of 4 001 postgraduate students had been orientated/trained on library facilities, services and resources essential for postgraduate support.

The training sessions were scheduled a month in advance and were promoted through various electronic platforms such as the LibGuides, the library website and the Blackboard postgraduate community. The following generic programme consisting of eight modules was implemented across the campuses:

- Introduction to the Library
- Conducting a Literature Review
- Awareness of Previous Research
- Plagiarism, Referencing & RefWorks
- Academic Networking/Researcher Visibility
- Getting Published
- Bibliometrics & Research Analysis and Dissemination
- Technology & Mobile Downloads



Video shoot session with Mr Molefi Nyofane

### **3.4.3 UJ LIBRARY POSTGRADUATE AND RESEARCH VIDEO**

The Library complemented the training programme by launching the interactive video to support postgraduates and researchers. The project started in 2015 after realising a need to compile a concrete and clear message about the services, resources and facilities that the Library offers to postgraduates and researchers. The production was outsourced to a video company, while script writing, editing, and roll-out of the project was co-ordinated by the Library. The video will be used in the orientation and training of the postgraduates and researchers in 2017.

### **3.4.4 POSTGRADUATE SEMINAR AND WORKSHOP SERIES**

To extend the research support available from the Library, the Research Commons together with other UJ stakeholders hosted a series of seminars targeted at postgraduates, researchers and specialists in various fields. The seminars and workshops took place across campuses and were facilitated by the Faculty Librarian Research and the Faculty Librarians who worked closely with their respective faculties in this regard.



**Some of the seminars that were held in partnership with the faculties in 2016:**

- 1 The launch of Prof Alex Broadbent's book *Philosophy for Graduate Students: Metaphysics and Epistemology*
- 2 The 3P's of Research Ethics (Plagiarism, Paper mills and Predatory Journals) workshop was held in partnership with the Postgraduate School
- 3 Dr Maria Bada, visiting Senior Researcher
- 4 The launch of Professor Leila Patel's book called *Social Welfare and Social Development*
- 5 Dr Duncan Coulter, ACSSE talked on *Biologically Inspired Artificial Intelligence*
- 6 Winners of the Three Minute competition from the Faculty of Management

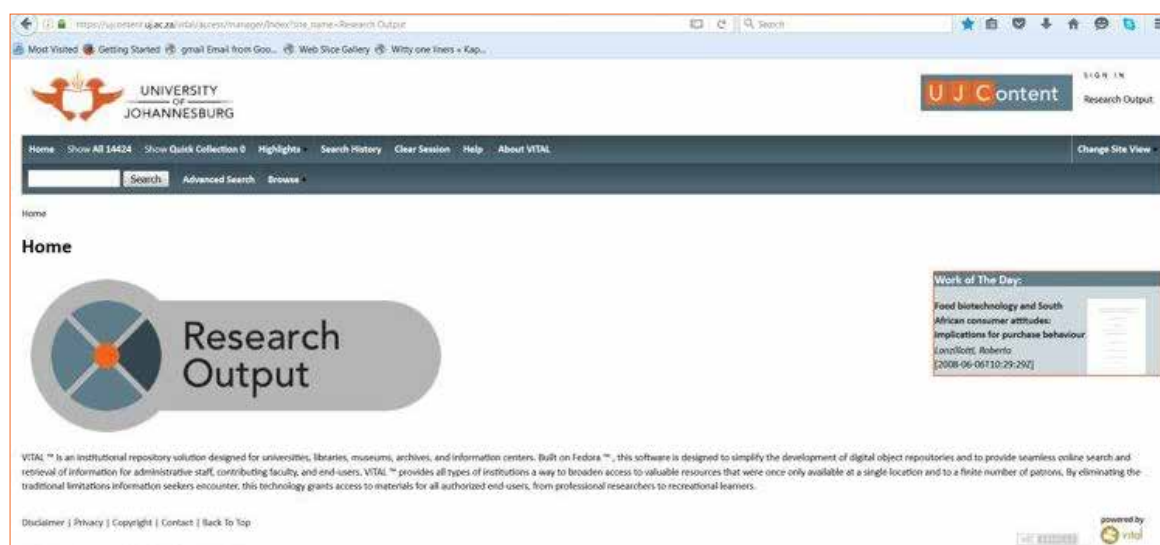
### 3.4.5 UJ INSTITUTIONAL REPOSITORY BECOMES A REALITY

As part of its goals to support research activity at the University, the Library continued to seek the best Institutional Repository (IR) solution and thus replaced the old UJDigispace with UJContent. This product seemed to be a best fit for the UJ requirements and it hosts the following three distinct e-Resources:

- Research Output Site (Theses & Dissertations and Research Publications)
- Past Examination Papers
- Special Collections

Migration of the IR to the new Vital software started in the beginning of 2016. It was decided to improve the structure of the Institutional Repository and for that reason all items had to be moved manually to the new communities and collections. A total of 12 000 items were successfully moved by the end of April 2016. The new IR went live in the beginning of May 2016.

The IR is no longer called UJDigispace, but has been renamed UJ Institutional Repository (UJ IR).



UJ Institutional Repository website

### 3.4.6 SPECIAL COLLECTIONS

The Archives and Special Collections continued to provide research support services and they are more visible to researchers than ever before. The Library experienced more visits by UJ researchers than in previous years and the international profile of users was sustained during 2016.

In 2016, 90 items were purchased for the rare book collection and the department received one additional special collection, namely The SA Breweries and South African Beer Collection donated by the researcher, Prof Anne Mager.

The Archives and Special Collections held exhibitions and seminars to raise awareness of the service to researchers and to increase usage of the resources. The following exhibitions and seminars were held:

- Love our Planet Earth, previously hosted in the Origins Centre at Wits. The theme of climate change was part of a series of events hosted by DFC Library considering the use of water, as a contribution to the community-outreach during the severe drought in South Africa.
- Climate change – just part of a long-term natural cycle? The function was in co-operation with UJ Department of Geography, Environmental Management & Energy Studies and had Professors Bob and Mary Scholes as speakers on the subject.
- Women in Mining event and an exhibition on the same topic. The speakers were Mrs M.A. Mohlatsane, Inspector of Mines in the Department of Mineral Resources and Ms Nonhlanhla Phalama, Shift Supervisor at Sibanye Gold, Thuthukani Shaft. It was facilitated by Mrs Priscilla Nelwamondo of UJ Department of Mining Engineering.
- Archives and Antiques. This exhibition consisted of old technology in the information sciences.



Women in Mining Exhibition



Archives and Antiques 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. In 2016, 34% of the total collection was available in electronic format. Despite limited funds and a massive subscription cancellation project, the Library still managed to increase the growth of total electronic resources by 2% in 2016.

The UJ Library aims to develop the largest eBook collection in Africa and during 2016 the e-Book collection grew to 25% of the total book collection.

### 3.6 STATISTICAL REPORT

The compilation and the analysis of library statistics are 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.

However a proper comparative analysis of the Library usage cannot be provided this year due to various factors listed below:

- Closure of the libraries in January 2016, while the renovations were being completed.
- Students could not access the Learning Commons computers as they normally do at the beginning of the year to do online registration.
- The new library access gates (which were part of the renovation project) were malfunctioning for some months and they were not counting properly.
- The Research Commons gates were also not working and had to be reinstalled. During this period, the Research Commons was closed off.
- The intermittent evacuation of students due to the #FeesMustFall protest during the entire fourth quarter meant that students leaving the libraries were not counted at the exit gates due to emergency evacuations.
- The early closure of the library and its 24-hour Study Areas (at 17:00 as opposed to 22:00) during the last quarter of the year due to the threat posed by the instability caused by the #FeesMustFall campaign.

Thus detailed information on Library statistical trends is not possible to share for 2016.

### 3.6.1 COLLECTION DEVELOPMENT

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

#### a) Database collection

The database collection consists of electronic journals as well as e-book packages. The library strived to provide access to as many full texts as possible and during 2016 subscribed to an additional 15 full text databases. See Table 4 below for detail of the collection and the growth of the collection since 2013.

**Table 4: Detail of the Database Collection**

Type of database	2013	2014	2015	2016
Abstract databases	12	13	16	16
Full text databases	110	115	119	134
e-Book databases	13	14	18	18
Bibliographic databases	22	22	22	23
Reference databases	9	14	15	15
Other databases (Incl. Access Tools)	21	22	24	24
Total	187	200	214	230

The database collection increased by 23% from 2013 to 2016 and by 7% from 2015 to 2016.

#### b) Print Collection

For the period 2015 to 2016 there was no percentage growth in print books. This was due to limited funds. The decline in the print journal collection was because print editions were cancelled in favour of the electronic editions. The overall decline in the total print collection is due to the decline in the print journal collection.

#### c) Electronic collection

The growth in the electronic collection was in accordance with the e-first policy. The UJ Library aimed to have the biggest collection of e-Books on the African continent within the next ten years. It should be noted that the single e-book collection increased significantly by 46% from 2015 to 2016.

**Table 5: Detail of the e-Collection**

	2014	2015	2016	% growth 2015-2016
Single titles	12 750	22 796	33 394	46
e-Books in collections	126 525	151 258	157 292	4
Journal titles with full text access on databases	97 222	105 264	106 508	1
Individual e-journal titles	1 026	1 135	1 103	-3

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

The total collection in 2015 consisted of 868 846 items as opposed to 886 043 in 2016. The growth from 2015 to 2016 was 2%.

## 4 EMPLOYEE PROFILE

### 4.1 STAFF COMPOSITION PER PEROMNES LEVEL

The UJ Library has 146 permanent positions and one contract position. On 31 December 2016, 141 of these positions were filled, while there were six vacancies.

Fourteen appointments were made in 2016 and of these, 13 were from the designated groups. The majority (54%) of permanent staff (all campus libraries) were between Peromnes levels 11 and 8 with 58% of the staff component being female.

**Table 6: Library Staff Peromnes Profile**

Peromnes level	Number of positions	%
P3		
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%
Total	147	100%

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

#### 4.2.1 PERMANENT POSITIONS

During 2016, 13 staff members resigned. Eight of the resignations were as a result of staff being appointed to higher positions within the Library. The remaining five staff members left the UJ Library. There were no retirements during 2016. 14 appointments were made and there were six vacancies on 31 December 2016.

#### 4.2.2 TEMPORARY APPOINTMENTS

The Library appointed student assistants to assist with routine service delivery during the evening shifts at the circulation desk. The tutors assisted undergraduates with general library queries. They also gave support with the preparation of specific assignments.

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

Temporary Appointments are detailed in Table 7 below.

**Table 7: Temporary appointments**

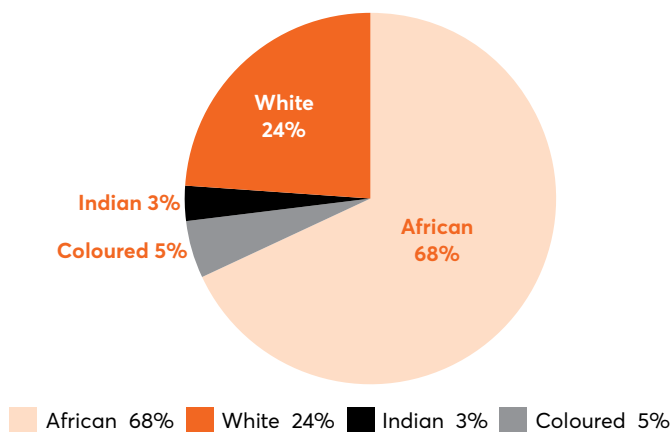
Type of Appointment	Total	Remarks
Full Day	64	The temporary staff were appointed against 18 vacant posts in the library.
Student Assistants	39	
Tutor	9	An additional 29 tutors were appointed by faculties from their funds.

## 4.3 EQUITY PROFILE

### 4.3.1 RACE EQUITY PROFILE

On 31 December 2016, 76% of the permanent library staff were from the designated groups. See Figure 6 for detail.

**Figure 6: Race equity profile**



**Table 8: Equity Profile – Race Trend**

Equity Profile – Race									
Category	2013	%	2014	%	2015	%	2016	%	Trend
African	85	64%	91	67%	95	68%	96	68%	=
Coloured	7	5%	6	4%	7	5%	7	5%	=
Indian	4	3%	4	3%	4	3%	4	3%	=
White	36	27%	34	25%	34	24%	34	24%	=
Total	132	100%	135	100%	140	100%	141	100%	

**Table 9: Equity Profile – Gender Trend**

Gender	2013		2014		2015		2016		Trend
	No	%	No	%	No	%	No	%	
Female	85	64%	86	64%	85	61%	82	58%	↓
Male	47	36%	49	36%	55	39%	59	42%	↑
Total	132	100%	135	100%	140	100%	141	100%	

## **4.4 LIBRARY STRUCTURE REVIEW**

### **4.4.1 STRUCTURE REVIEW STATUS REPORT**

To optimally support the UJ strategic goal of Global Excellence and Stature (GES), the library embarked on a structural review process facilitated by Anton Bruwer, a well-known HR consultant. The review process was done in 2015 and the outcomes were as follows:

- The library should establish a full public relations and marketing function with a manager to head it.
- A need was identified to have a senior manager responsible for postgraduate and research support.
- The #FeesMustFall protests necessitated a need to create a position for an evening manager to take responsibility for all libraries during the evening and Saturday opening hours.

Although the recommended structure was approved in 2016, recommendations that required additional staffing could not be implemented due to budget constraints in 2015/2016.

### **4.4.2 OUTCOMES AND THE WAY FORWARD**

Despite the fact that the recommendations from the review process did not materialise, the Library did not lose the focus of realigning its business processes to fit the needs of an electronic library as part of the GES strategic goal. As a result, in 2016, the two library director positions (Director: Client Services and Director: Shared and Support Services) were reviewed and restructured to address some of the recommendations from the review process to meet some of the library operational requirements.

Restructuring the director positions would ensure that the workload of the two directors is distributed evenly to balance operational requirements and to maximise efficiencies. The two positions share divided responsibilities between the four campuses so that each director is responsible for two campus libraries. They are responsible for both the front facing and the back-end functions of the campus libraries. Therefore, the new approved structure means that the title of both Directors is now Director: Campus Libraries.

## **4.5 STAFF DEVELOPMENT**

### **4.5.1 THE LIBRARY TRAINING ACADEMY**

The Library Training Academy is one of the library's success stories. Every year the staff benefit from attending a series of training opportunities related to the products and the services on offer. The internal staff training academy was established in 2013 to ensure that all staff have the opportunity to develop both professionally and on a personal level. During 2016, 20 training sessions took place and staff were required to attend at least six of them, as part of their professional development plans (PDPs).

Staff also attended the in-house training workshops offered by the HR staff development division, such as MS Word, MS Excel, Absenteeism, Stress Management and Consistency Management. A total of 37 HR training sessions were held and 158 library staff attended.

### **4.5.2 EVACUATION WORKSHOPS**

In June 2016, the library staff were invited to attend interactive workshop sessions where they were trained on how to evacuate the library in an emergency situation and a guideline document was prepared and issued to staff. With the 2016 #FeesMustFall campaign in September/October there was a marked difference in the manner in which staff responded to possible threats and they were more composed as they had clear guidelines on what their role was in such situations.

### **4.5.3 PRACTICAL EMERGENCY PROCEDURE WORKSHOP**

Library staff were given practical training on the use of fire extinguishers, opening emergency doors and the various alarm sounds. These sessions took place during June and July and were presented by the Occupational Safety Coordinators. The session included First Aid tips which could be implemented in the workplace or at home. Each campus library was shown how to activate the evacuation alarm and the fire alarms and staff were familiarised with the distinct sounds for each of them. Staff were also made aware of call points. The practitioners demonstrated how to open emergency doors, including breaking the domes and the push bars.

## 4.6 LIBRARY STAFF QUALIFICATIONS

Every year, a number of library staff embark on formal studies to improve their professional qualifications. The following library staff completed their studies and graduated at the end of 2016:

**Table 10: Staff Qualifications**

<b>Name</b>	<b>Qualification</b>
Mr P Budeli	Higher Certificate in Archives and Records Management
Ms D Ellis	Bachelors in Information Science
Ms M Lithole	Bachelors in Information Science
Ms C Malan	Bachelors in Information Science
Mr P Mokati	Bachelor of Technology: Marketing
Mr M Mulaudzi	Bachelors in Information Science
Mr M Nyofane	Bachelors in Commerce (Honours)

## 4.7 LONG SERVICE AWARDS

The following Library staff members received long service awards in 2016:

**Table 11: Long Service Awards**

<b>Name</b>	<b>Service Award</b>
Mr C Ledwaba	30 years
Mr M Makola	20 years
Mr G Ngobeni	20 years
Ms H Oosthuizen	25 years
Ms A Scholtz	15 years
Ms S Stroh	25 years
Ms M van Aswegen	25 years
Ms F Zalekile	10 years



## 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 event and seminar programme was grounded in the belief that the library is 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. All the libraries provided extended activities, which ranged from book discussions to movie nights.

Many more events could have been hosted. However, due to the early closure of the Library and intermittent evacuations due to the #FeesMustFall protest, less events took place.

The 2016 programme consisted of:

- 18 Book discussions
- 52 Public lectures
- 5 Movie screenings
- The Library also hosted the UJ 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

The Library once again hosted the annual UJ Women's Day at the Country Club in Auckland Park on Friday, 5 August. The theme for the day was, Slow Food: Building family over dinner.

The Slow Food movement celebrates, protects and promotes food that is good, clean and fair. The movement aims to achieve the ideal of meal times as an opportunity to celebrate our relationships and cultures. The movement also believes that the enjoyment of food is a universal right.

The Library was honoured to host Dr Michael Mol, a medical doctor, TV presenter (Top Billing) and the author of Your Best Life. His message was on the importance of families not only eating together, but also preparing meals together. His book, which he wrote with John Berry of Kauai Health Foods, is about preparing healthy yet tasty food.

The event also included a talk by Siba Mtongana who is a food enthusiast and the author of Welcome to my Table. Her show 'Siba's Table' is aired on DStv's Food Network channel. The channel broadcasts to more than 130 countries in Europe, the Middle East, Africa, USA, Australia and Asia.

Caroline McCann who is the councillor for Slow Food International SA, as well as a member of the Slow Food South Africa National Committee gave an inspirational talk on how food can be a critical element of expressing ourselves. The Slow Food movement is represented in over 170 countries around the world. Caroline's philosophy is "if you are sad you need to eat, if you are happy you need to eat".

The Programme Director for the day was Mapaseka Mokwele who is a radio and TV personality on Johannesburg's Kaya FM and SABC2's Motswako.

The UJ Women's Day event trended #7 and #6 in South Africa on Friday, 5 August.



From left; Prof Andre Swart, Tumi Mketi, Jacqui Mofokeng, Siba Mtongana, Mapaseka Mokwele, Dr Jabulile Manana, Caroline McCann and Dr Michael Mol



From left; Dr Michael Mol, Dr Rookaya Bawa, Siba Mtongana, Mapaseka Mokwele and Caroline McCann

## 5.2 UJ MEN'S EVENT 2016

The Library hosted its 3rd annual men's event on Thursday, 10 November, at the Resolution Circle, Auckland Park. The men's event has become very popular over the last three years, as the Library unites the UJ community to celebrate the Movember initiative.

The Movember Foundation prioritises men's health issues because men's health is in crisis. Men are found to be dying too young and by raising awareness, the Movember initiative aims to positively influence the average life expectancy of South African men.

The keynote speaker for the day Mark Pilgrim reflected on his journey with testicular cancer. Mark is a well-known South African radio and TV personality. He is also the author of, *Beyond the Baldness*. At the age of 18, Mark was diagnosed with testicular cancer, which spread to his lungs and kidneys. An inspirational story, which is anecdotal and humorous and reveals how cancer persuaded him to give up his training as a chartered accountant and follow his dream of being on radio and television.

The second speaker on the day was Marks Maponyane. Marks is a retired soccer star who played for Kaizer Chiefs, Dynamos, Orlando Pirates and Wits University. He was crowned SA footballer of the year from 1983-1987 and 1994. The title of his talk was, *Hope through Sport and Healthy Living*.

Carlo McFarlane ended the event by entertaining the guests with his musical talent as he sang an all-time Michael Bublé favourite, *Feeling Good*. Carlo is an award winning actor, dancer and choreographer. He is also a previous pin-up on *Cosmopolitan's Sexiest Man* calendar and currently he presents the SABC2 show *Life 24/7* and an entertainment slot on the Internet Lifestyle Channel *TMTVSA.co.za*. His talk was entitled *A Few Good Men*.

Prof Federico Freschi (Executive Dean: FADA) was the master of ceremonies, while Prof Ihron Rensburg (Vice-Chancellor and Principal) did the welcome address.



Mark Pilgrim,  
author of *Beyond the Baldness*



Standing from left: Mark Pilgrim,  
Dr Rookaya Bawa, Prof Nalla  
Sitting from left: Prof Federico Freschi, Prof Ihron  
Rensburg, Carlo McFarlane and Marks Maponya

### 5.3 PUBLIC LECTURES

The Library hosted a number of public lectures as part of its stakeholder and community engagement strategy. These were all presented in partnership with UJ faculties and departments and external stakeholders such as Jacana Media, Pan Macmillan, African Perspective and the Konrad Adenauer Stiftung. Some of the highlights are summarised below:

#### ***Homo Naledi and the Rising Star Cave* by Dr Marina Elliott**

Dr Marina Elliott was one of six Scientists for the Rising Star Expedition, a unique excavation to recover fossil hominin material in the Cradle of Humankind, South Africa. Marina is currently a Postdoctoral Research Fellow at the Evolutionary Studies Institute, University of the Witwatersrand, Johannesburg.



Above: Dr Marina Elliott



From left: Dr Matt Caruana, Dr Marina Elliott, Prof Thea de Wet and Mr Molefi Nyofane

#### ***Management Excellence in Challenging Times* by Dr Alex Alexiev**

Dr Alexiev is an Assistant Professor in Strategic Management and Innovation at Vrije Universiteit Amsterdam. Dr Alexiev's main research concentrates on how advice to top executives can shape important decisions related to innovation, inter-organisational collaboration and entrepreneurship.





From left: Mthuthuzeli Vongo, Prof Quarraisha Abdool Karim, Lorraine Viljoen, Dr Rookaya Bawa, Dr Elaine Swanepoel



Prof Quarraisha Abdool Karim

Prof Quarraisha Abdool Karim (CAPRISA), gave a lecture on her 2016 L'Oréal-UNESCO Women in Science award for Africa and the Arab States region.



**Substance Abuse** by Blondie Makhene

The focus was on warning students about the dangers of substance abuse. He shared his experience as a father whose daughter is addicted to drugs.



From left: Dr Bulelwa Maphela, Stephen Meintjes, Prof Amanda Dempsey, Prof Sivan Chetty.

Mr Stephen Meintjes, Head of SA Equities at Momentum, gave a talk on **The Next Big Thing: Land!** Defusing the issue and sparking economic growth via Land Rent.

## 5.4 BOOK DISCUSSIONS

The library hosted 18 book discussions in 2016. Book discussion events continue to be very popular with our students and staff. The books varied from nonfiction to fiction. Below are the highlights of the book discussion events.



From left: Prof Nyasha Mboti, Panashe Chigumadzi, Prof Ylva Rodny-Gumede

***Sweet Medicine*** by Panashe Chigumadzi.

Panashe is a young and upcoming media executive who is passionate about creating new narratives to redefine and reaffirm African identity. She is the founder and editor of Vanguard Magazine, a womanist platform for young, black women coming of age in post-apartheid South Africa. She is a 2015 Ruth First Fellow. The debut novel by Panashe Chigumadzi won the 2016 South African Literary Award and recently the K Sello Duiker Memorial Literary Award.



From Left Prof David Moore, Senator David Coltart and Prof Chris Landsberg

***The Struggle Continues: 50 Years of Tyranny in Zimbabwe*** by Senator David Coltart

David Coltart is a Zimbabwean lawyer, Christian leader and politician.



Dr Demartini is a human behaviour specialist, educator and internationally published author.

***The Values Factor – The Secret to Creating an Inspired and Fulfilling Life*** by Dr John Demartini



From left: Prof Nyasha Mboti, Christine Qunta, Dumisani Hlophe and Dr Khumisho Moguerane

***Not a Nation*** by Christine Qunta

Christine Qunta is an attorney and author. She was an activist in the Black Consciousness Movement in the 1970s. The book is a collection of essays dealing with issues that are both topical and intractable. Through the essays, the author demonstrates why we struggle to be a nation.



From left: Prof David Bilchitz, Justice Richard Goldstone, Ms Nomzamo Zondo, Dr Khulekani Moyo & Prof Brian Ray

**Engaging with Social Rights** by Prof Brian Ray (Cleveland-Marshall College of Law, USA)

The book is an important contribution to the evolving scholarship on socio-economic rights adjudication. Justice Richard Goldstone, a retired Judge of the Constitutional Court, facilitated the discussion. Panel members included Prof David Bilchitz, the Director of SAIFAC, UJ, as well as Dr Khulekani Moyo, (Wits) and Ms Nomzamo Zondo (Director of Litigation, Socio-Economic Rights Institute).



From left Gus Sibling, Kerry Krige, Gregory Maqoma and Adelaide Sheik

**The Disruptors** by Kerry Krige and Gus Silber

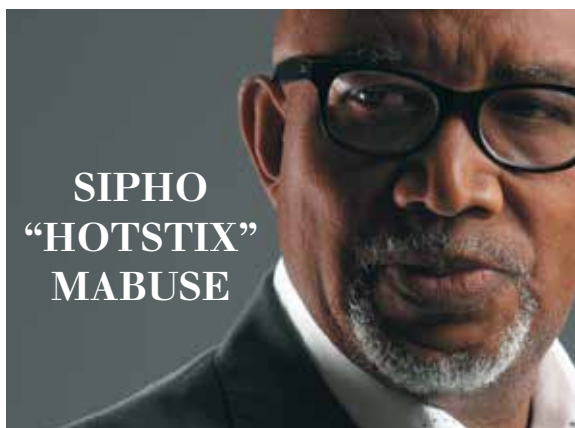
Kerry heads the Network for Social Entrepreneurs at the Gordon Institute of Business Science (GIBS). Gus is an award winning journalist and author. This book tells the stories of a new style of social entrepreneurs who are changing the way business integrates with social settings. It focuses on two questions: Can business change the world? Can the world change business?



**UJ Reads:** As part of the UJ Library Reading Project, Kabelo Mabalane's book titled *I ran for my life* was selected as the UJ Reads book for the first semester in 2016.

## 5.5 OTHER SEMINARS AND WORKSHOPS THAT TOOK PLACE IN THE UJ CAMPUS LIBRARIES

Each Campus Library was encouraged to arrange at least six seminars during the year. These seminars took place during the lunch hour period to enable most students to attend. The following were some of the seminars that took place:



**Motivational talk by the music legend: Siphso "Hotstix" Mabuse held at the Soweto Campus**

The event was centred on the lack of education among artists. Hotstix went back to school to complete his matric at the age of 60. He advised students to focus on their studies.



From left: Martha Chadyiwa, Samantha van Staden and Dr F Durand

### **DFC Campus Library hosted an outstanding event on saving water**

The facilitator was Ms Martha Chadyiwa, Head of Department: Environmental Health. Her co-presenters were Ms Samantha van Staden from Civil Engineering and Dr F Durand from the Department of Zoology.



**Absent Fathers "Generational Curse" talk presented by Mbuyiselo Botha from Sonke Gender Justice**

The APB Campus Library hosted this talk on absent fathers in the family and community lives.

Mr Botha gave an overview of the origin and history of the problem of absent fathers in South Africa due to migrant workers in mines and Apartheid laws. He gave advice on practical ways to break the vicious downwards spiral and become strong families. He addressed the attendees on what their specific contributions will be to break the 'curse'. A few male students committed themselves to break the curse.



**Biochemistry talk on "Science versus Faith: an introduction to the debate" by Prof Liza Bornman at the APK Campus Library**

Opposing world views fuel the Science versus Faith debate. Can science provide the answer to all questions? The Nobel Laureate Richard P. Feynman (Physics, 1965), introduced the concept of nanotechnology. The public lecture introduced the audience to the key questions in the debate, main arguments and world views behind them.

## 5.6 NEW INITIATIVES

The following new Library initiatives were introduced in 2016:

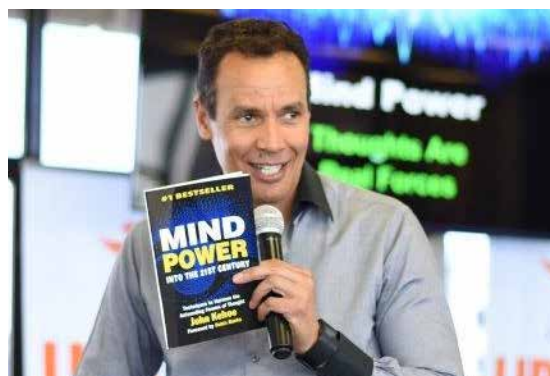
### 5.6.1 UJ LIBRARY CONFERENCE



The UJ Library Conference took place on 20-21 September 2016. The theme of the conference was Reinventing African Libraries. The aim of the conference was to give libraries the opportunity to share information and best practice to shape and reinvent African Libraries for future generations. The keynote speaker for the first day was Clem Sunter, a scenario planner and also a publisher of several books, including *The Mind of the Fox*, which was an international bestseller. Librarians from across Africa attended the conference.

### 5.6.2 SSEATS OF KNOWLEDGE FUNDRAISING INITIATIVE

The Library held a fundraising auction of art chairs designed by a variety of South African artists. There were paintings on auction as well. The aim of this fundraising event was to raise funds to build the largest e-Book collection in Africa. The theme of this fundraising project was Seats of Knowledge. The Seats of Knowledge Auction took place during an exciting dinner event on 22 August. Artworks by 29 leading artists, sculptors and contemporary designers were auctioned. In addition, an online auction gave a wider audience the opportunity to acquire some of the unique art works. These artworks – Interpretations of Chairs – included contributions from well-known artists such as Gordon Froud, Lehlohonolo Mkhlasibe, Guy du Toit, Boitumelo Mazibuko, Craig Muller, John Yannis Generalis, Melissa Generalis, Eric du Plan, Sybrand Wiechers, Lothar Bottcher, Izanne Wiid, Sally Rumball, Ana Pather, Annali Dempsey, Heather Cunningham and Gregory James and contributions by the National School of Arts.



Robin Banks, motivational speaker and author of *Mind Power* at the UJ Library Conference



Clem Sunter, author of *The Mind of the Fox*



Artworks on display at the Auction Dinner held at the Chinua Achebe Auditorium, APK Library



Bill Cisco, lead singer of the Grammy Award winning Rock and Roll Hall of Fame R&B Group, The Drifters.



Professor Federico Freschi - Executive Dean: Faculty of Art, Design and Architecture and accomplished baritone



Sipho Hotstix Mabuse at the Auction dinner

## 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 12 below for detail

**Table 12: Library Budget and Expenditure 2016**

	<b>Budget</b>	<b>Expenditure</b>	<b>%</b>
<b>1. Human Resources</b>	R 57 434 192.00	R 60 227 034.00	105%
<b>2. Restricted Budget</b>	R 542 959.00	R 541 987.00	100%
<b>3. Operational Budget</b>	R 7 403 462.00	R 8 200 586.00	111%
<b>Sub Total (HR, Restricted &amp; Operational)</b>	R 65 380 612.00	R 68 969 607.00	105%
<b>4. Information Budget</b>	R 83 798 416.00	R 66 137 302.00	79%
<b>Amount committed but not received</b>		R 24 922 642.16	30%
<b>Sub Total (Info budget and committed but not received)</b>		R 91 059 944.16	109%
<b>Total</b>	<b>R 149 179 029.00</b>	<b>R 160 029 551.16</b>	<b>107%</b>

#### Operational Budget

An amount of R1 846 220 is committed but not spent as the tender is in process.

#### Information Budget

There is a total of 109% spend on the information budget.

From this percentage spent, 30% (R24 922 642.16) will only be paid to suppliers in 2017.

### 6.2 COMPLIANCE AND BEST PRACTICE

The Library is based on the principle of return and re-use. Whatever is issued must be returned to be available for use by other clients. Therefore, all library systems have to work in such a way that the library is always able to track items that have been issued to patrons – both staff and students. Statistical data are collected and analysed to identify trends and areas of concern. Below is a summary of compliance projects undertaken in 2016 to keep the library compliant and well informed.

#### 6.2.1 MANAGEMENT INFORMATION SYSTEM – DECISION CENTER

Decision Center is a robust tool within Sierra to generate statistical reports that will enable the UJ Library staff to make informed decisions from reliable statistics. The reports will be automated, which will ensure a standard way of gathering statistics, and will serve as a central point of access to all statistics. Descriptive reports are available on Acquisitions, Circulation, the Collection and UJooble.

In order to provide a tool that delivers accurate statistics for the library, one has to ensure that the codes within Sierra are correctly configured. Access to the Sierra server from the Decision Center server was arranged with ICS. Maintenance of system codes and decisions regarding the system codes had to be made during 2016, in order to make this a functional tool that will deliver accurate statistics.

### 6.2.2 BIOGRAPHICAL STAFF PATRON DATA

In 2015, an automated staff patron interface was configured and implemented in order to load student record data from the student Biographical System to Sierra in real time. During 2016, the development and planning for such an interface for staff record data started.

The same automated interface was bought for the student record data. This platform will synchronise patron data to Sierra in real time, i.e. send new patron records and update existing patron records automatically.

The challenging task of mapping the data is being done by Library IT. As soon as this is completed, the functionality of the system will be tested to ensure that UJ staff have access to the library's databases and would be able to make use of the library's services as a registered patron.

The interface will ensure that there are no duplicate staff patron records on Sierra. The records on Sierra will have the department and faculty data, which will enable library staff to deliver segmented reporting.

## 7 LEADERSHIP

UJ Library is one of the leading academic libraries in the country in many areas. A number of visitors from other academic libraries came to benchmark against the library in areas such as the Integrated Library Management System (ILMS) and the renovated library spaces.

The Library played a leading role in facilitating conversations among the academic libraries in South Africa to find possible solutions to the issues relating to the dwindling budgets and the weak R-\$ exchange rate. Two meetings were held with the Heads of Academic Libraries and possible solutions have been agreed upon for further investigation.

- UJ Library initiated negotiations for discounted operational costs on the Integrated Library Management System (ILMS) to benefit other academic libraries in the country. An official announcement on further discounts will be made by Innovative Interfaces Global Ltd during the upcoming IUGSA Conference to be held in November 2017.
- The UJ Library Bindery with its state-of-the-art machinery, is among the few left in academic libraries. Most academic institutions bindery services have closed down due to budget constraints. The Library is in negotiations with the other academic libraries to form partnerships.
- Ms Claudia Reynolds, one of our Cataloguers, is one of the South African experts on Resource Description and Access (RDA). In 2016, she was once again part of the trainers who trained delegates at the workshop, which was organised by the National Library of South Africa. These workshops were held at the University of Zululand and at the Cape Town Parliament Library.
- Mr Molefi Nyofane, Faculty Librarian for the Faculty of Economics and Financial Sciences, was featured in the Mail & Guardian newspaper in June as one of the Top 200 young South Africans for 2016.
- Ms Elize du Toit was awarded the Best Master's Student Award for 2015 at Unisa's 7th Library and Information Science Research Symposium 2016.



## 8 CONCLUSION AND WAY FORWARD

The Library achieved most of its targets in 2016 despite the challenges and the risks faced by the Library and the University as a whole. The manner in which the Library responded to the renovations, financial, safety and security risks was the highlight for 2016. To further support the University's Global Excellence and Stature programme, UJ Library will focus on the following strategic areas for 2017.

- Continue to move forward along the path of becoming the best academic library in South Africa with the biggest e-Book collection in Africa.
- Promoting the use of the library spaces and service to get return on investment.
- Support the University's plan to implement online teaching and learning.
- Realign staff to support online teaching and learning through a staff developmental planning process (Skills Audit).
- Prepare Library due diligence for the implementation of the medical school at DFC.
- Ensure a smooth merger of the APB and FADA libraries.
- Continue to support research and teaching by staying abreast of new developments in this area.
- Data Management needs to be investigated

In its 2017 implementation plan, the Library demonstrated an alignment with some of the major 2016 ACRL (Association of College & Research Libraries) trends in academic libraries. These are:

- Digital scholarship (Digitisation and Repositories).
- Research data services (RDS) – investigation of the service is in the pipeline.
- Collection assessment to determine what information users need.
- Evidence of learning: Student success and the Library's role in increasing throughput.
- New Information Literacy framework (Digital fluency and online information literacy modules).
- Altmetrics and Bibliometrics as indicators for research impact.
- New emerging staff positions due to changes in the library environment.
- Support for virtual services.
- Open Educational Resources (assist with copyright and identifying open source material).

The implication of the above is the need to reallocate our existing personnel and resources to support digital scholarship and online teaching and learning. It means that there should be more professional development opportunities for existing staff to adopt new skills and talents.



